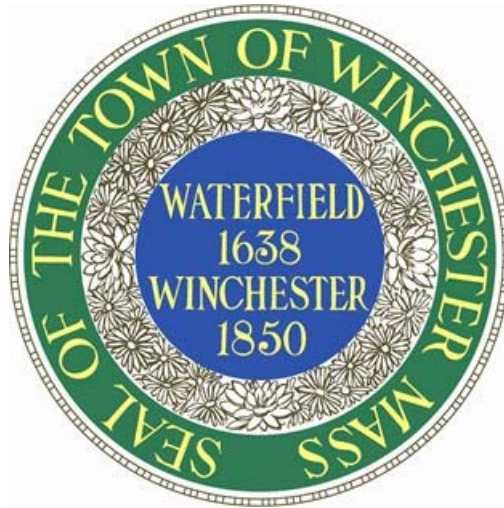


**TOWN OF WINCHESTER  
TOWN MANAGER'S FINANCIAL PLAN**

**FISCAL 2017**



**RICHARD C. HOWARD, TOWN MANAGER**

**MARK J. TWOGOOD, ASSISTANT TOWN MANAGER**

**STACIE A. WARD, TOWN COMPTROLLER**

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**SECTION I**

**TRANSMITTAL LETTER**



# *Town of Winchester*

Richard C. Howard,  
Town Manager

71 Mt. Vernon Street  
Winchester, MA 01890  
Phone: 781-721-7133  
Fax: 781-756-0505  
townmanager@winchester.us

February 11, 2016

The Honorable Finance Committee and Board of Selectmen  
Town of Winchester  
Town Hall  
71 Mount Vernon Street  
Winchester, MA 01890

Dear Committee and Board Members:

Submitted herewith for your consideration is the Fiscal Year 2017 budget. This document is assembled with many of the same concerns and limitations that have guided most of our recent budget efforts.

The economy, especially in the Greater Boston region, is stable and experiencing moderate growth. This is a positive development for jobs and wages. The Commonwealth of Massachusetts continues to work its way out of budget uncertainty. Scheduled tax decreases and escalating health care cost continue to limit revenue sharing opportunities with municipalities. Cities and towns will have to rely upon the property tax as the backbone of local services delivery.

Even within these limitations the Town continues to bring forward opportunities to improve the bottom line and move initiatives forward. By the time of Spring Town Meeting, important real estate initiatives such as the Waterfield Parking Lot and Winning Farm may provide opportunities for continued new growth. Debt exclusion overrides, approved by voters, for projects like Winchester High School and the Skillings Field flood mitigation and soil remediation work have allowed the Town to move forward with important capital projects outside of the annual budgetary process.

As review of the **REVENUE** projections reveals familiar year-to-year circumstances:

(chart on next page)

REVENUES	FY 2015 Actual	FY 2016 Budget	FY2017 Budget Projections
<b>Recurring Revenues</b>			
Property Tax Revenue	63,402,939	65,905,053	68,309,244
Property tax to Cap & Bldg Stab Funds	3,563,968	3,653,067	3,744,394
New Growth Revenue	697,784	738,112	675,000
State Aid	9,014,809	9,152,380	9,303,758
School Building Assistance	672,082	672,082	672,082
Water & Sewer	4,295,639	4,127,868	4,360,894
<b>Debt Exclusion Override Revenues</b>			
McCall	501,053	459,491	410,298
Lincoln	341,838	328,304	318,334
Immediate Repairs	84,494	20,109	13,960
Wright-Locke Farm	144,938	147,128	282,036
Vinson-Owen	1,231,535	1,313,310	1,319,640
High School	40,435	222,356	4,536,898
Aberjona River Culvert	0	0	673,000
Skillings Environmental Remediation	0	0	360,000
adjustments - from reserves for debt premiums	(139,866)	(128,697)	0
<b>Stabilization Fund Revenues</b>			
Building Stabilization	2,777,117 *	2,926,039 *	2,611,947
Capital Stabilization	1,418,556 *	1,753,706 *	544,931
<b>Other</b>			
Parking Meter Fund	137,000	157,000	102,000
Cemetery Perpetual Care	246,000	70,000	70,000
Indirects	1,447,783	1,418,440	1,524,474
Other	14,193	0	0
<b>Free Cash &amp; Overlay</b>			
FC to fund annual budget (capital + retiring debt + energy)	995,265	692,252	864,520
FC to one-time capital/other uses	82,767	0	0
FC to Deferred Maintenance	0	100,000	100,000
Fund Balance reserved for debt premiums	139,866	128,697	0
<b>LOCAL RECEIPTS</b>			
Motor Vehicle Excise	3,477,144	3,400,000	3,477,000
Meals Tax	154,717	148,000	154,000
Penalties & Interest	275,044	240,000	275,000
Pilot Payment	69,133	69,000	90,000
Solid Waste Fees	1,330,973	1,300,000	1,330,000
Fees (includes Ambulance fees)	925,712	900,000	925,000
Rentals	53,170	50,000	53,000
Cemetery	310,355	240,000	275,000
Other Departmental	74,306	70,000	74,000
Licenses & Permits	1,513,204	1,400,000	1,513,000
Special Assessments	27,146	0	0
Fines & Forfeits	34,297	34,000	34,000
Investment Income	71,238	25,000	50,000
Medicaid Reimbursement	217,023	50,000	55,000
Misc. Recurring	5,352	0	0
Misc. Non-recurring	388,736	0	0
<b>TOTAL LOCAL RECEIPTS</b>	<b>8,927,550</b>	<b>7,926,000</b>	<b>8,305,000</b>
<b>TOTAL</b>	<b>100,037,745</b>	<b>101,782,696</b>	<b>109,102,409</b>

\* Includes direct capital article appropriations

State Aid figures are based upon local aid proposals contained in Governor Charlie Baker's FY2017 budget document. They represent a \$151,378 increase over last year's aid.

Local receipts estimates reflect expected continued strong activity in motor vehicle purchasing, building improvement efforts, and Medicaid reimbursement collections. But the trend of relying, almost exclusively, on property tax revenue and modest new growth to sustain the year-to-year delivery of services continues.

There does not appear to be any relief from the burden of having real estate owners fund critical educational, public safety and employee benefit costs.

There are no surprises in **EXPENDITURES**. The School Department is funded at requested levels including projected collective bargaining obligation for FY2017. All municipal departments are funded to carry forward existing operations. Our non-Medicare health care premiums are locked in at a 0% increase for FY2017. Energy costs are set for calendar year 2016, however a new procurement contract will have to be put in place beginning January 2017 concerning the second half of FY2017.

Most importantly, all contracted agreements with municipal labor groups expire on June 30, 2016. I have proposed an unallocated wage amount that fits within available resources. It will be important to maintain cost of living adjustments in line with local inflationary trends and at levels that are sustainable with projected revenues.

A new trash recycling contract will have to be negotiated for FY2017 (July 1, 2016).

We have proposed to change the budgeting for the Planning and Community Development department by breaking out the costs to the individual departments. We have proposed a part-time position within the Building and Zoning department which reflects the increase in permit and zoning activity. In addition, coverage is also being requested in the Board of Health. Part of the cost of this is offset by a reduction in professional services.

Capital Stabilization expenditures are level funded and potential OPEB contributions could come from savings from health insurance costs and/or from other budgetary savings that FinCom can identify.

<b>EXPENDITURES</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Operating Budgets					
Total Municipal Departments	21,351,417	21,839,244	22,429,493	22,404,492	
Total Education	41,295,151	43,389,742	45,505,000	45,505,000	
Total Undistributed	17,850,156	18,372,435	18,443,679	18,400,811	
Capital Appropriations					
Current Year Expenditures	8,923,673	8,540,211	12,423,518	12,423,518	
Capital Fund Transfers	4,089,968	4,283,264	4,388,913	4,388,913	
Non-Appropriated					
State Assessments	576,492	524,196	561,060	561,060	
Cherry Sheets	46,562	32,574	31,197	31,197	
Overlay	473,322	475,907	400,000	401,523	
Other	4,708,940	4,335,123	5,010,894	4,985,894	
<b>TOTAL GROSS EXPENSES</b>	<b>99,315,681</b>	<b>101,792,696</b>	<b>109,193,754</b>	<b>109,102,409</b>	

*It should be noted that of the approximate \$7.4 M in year-over-year EXPENDITURES increases, approximately \$4.5M is the result of debt exclusion override project activity. These expenses do not increase the Town's operational Expenditures.*

**RESERVES** remain at levels consistent with policy. The use of Reserves is limited to one-time expenditures for capital initiatives. Adherence to this policy has produced beneficial borrowing terms for our recent major bonding initiatives.

<b>Operating Reserves</b>	
Free Cash (7/1/15)	4,555,423
General Stabilization Fund (12/31/15)	4,236,983
<b>Total Operating Reserves (uncommitted)</b>	<b>8,792,406</b>
Free Cash used Fall 2015	(102,770)
Free Cash for Operating Budget 2017	(864,520)
Free Cash for deferred maintenance Budget 2017	(100,000)
Free Cash Replenishment 2016	800,000
<b>Total</b>	<b>8,525,116</b>
Total Estimated FY2017 Revenue	109,102,409
% of reserves	7.81%

## CONCLUSION

In closing, we believe we are presenting FinCom with a budget that is balanced for FY2017 and can be sustained moving forward. One of our primary concerns for FY2017, and for the several ensuing fiscal years thereafter, will be to come to an agreement with all labor groups for successor contracts that reflect reasonable cost of living adjustments, the conditions for the current economy, and the ability for the Town to sustain labor costs and benefits within anticipated revenue resources. Growth within all departments and capital expenditures must also be kept within range of available resources.

I would like to acknowledge the service of two important department heads who have announced their retirement plans. Chief Ken Albertelli who has had a 36 year career in the Winchester Police Department, 9 as Chief, will be retiring at the end of the this fiscal year. He has served the Town with distinction in a very important and high profile position. Additionally, Ruth Young, Council on Aging Director, announced her retirement earlier this year. She has faithfully served Winchester seniors in her post for the past 18 years and has introduced many innovative programs at the Jenks Center. I have thoroughly enjoyed working with both of them over the last four years.

We look forward to using the valuable resources that are given to us by the taxpayers of Winchester in the most efficient, effective way on behalf of all the Town's residents. Finally, I would like to again thank the Town's department heads, financial committees, Board members and especially Stacie Ward, Comptroller, Mark Twogood, Assistant Town Manager, and Jennifer Cafarella, of the Town Manager's office staff, for their work on this document.

Sincerely,



Richard C. Howard  
Town Manager

## **SECTION II**

### **SUMMARIES**



## Departmental Budget Summary

Dept. Code	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
<b>GENERAL GOVERNMENT</b>					
1210 Town Manager - Administration	564,720	649,372	668,676	668,676	0
1520 Human Resources	60,538	94,071	120,500	120,500	0
1310 Finance Committee	2,182	6,000	6,000	6,000	0
1330 Comptroller	319,921	358,578	382,691	382,691	0
1340 Assessor	282,832	267,910	260,555	260,555	0
1350 Collector/Treasurer	380,791	414,921	440,293	440,293	0
1360 Audit	78,250	76,000	101,000	101,000	0
1412 Engineering	456,104	492,664	476,258	476,258	0
1431 Building and Zoning	299,180	306,790	369,904	369,904	0
1415 Conservation Commission	47,024	56,457	49,553	49,553	0
1400 Planning Board	122,954	120,978	135,506	135,506	0
1610 Town Clerk	336,891	367,413	397,455	397,455	0
1510 Legal	361,051	345,000	375,000	350,000	0
1530 Data Processing	465,869	520,607	622,387	622,387	0
1540 General Services	120,799	130,800	147,800	147,800	0
<b>Total General Government</b>	<b>3,899,104</b>	<b>4,207,561</b>	<b>4,553,578</b>	<b>4,528,578</b>	<b>0</b>
<b>CULTURE</b>					
6110 Library	1,717,432	1,832,972	1,853,772	1,853,772	0
6940 Archival Center	10,654	11,665	13,754	13,754	0
6941 Historical Commission	575	6,500	11,500	11,500	0
<b>Total Culture</b>	<b>1,728,661</b>	<b>1,851,137</b>	<b>1,879,026</b>	<b>1,879,026</b>	<b>0</b>
<b>HEALTH/SOCIAL</b>					
5110 Health	290,894	301,777	318,677	318,677	0
5410 Council on Aging	244,128	254,543	255,819	255,819	0
5420 Veterans' Services	20,930	51,249	51,249	51,249	0
<b>Total Health/Social</b>	<b>555,952</b>	<b>607,569</b>	<b>625,745</b>	<b>625,745</b>	<b>0</b>

Dept. Code	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
<b>PUBLIC SAFETY</b>					
2110 Police Department	4,315,714	4,400,986	4,394,592	4,394,592	0
2210 Fire Department	4,294,688	4,536,888	4,577,164	4,577,164	0
2420 Sealer of Weights and Measures	7,998	9,604	9,423	9,423	0
<b>Total Public Safety</b>	<b>8,618,399</b>	<b>8,947,478</b>	<b>8,981,179</b>	<b>8,981,179</b>	<b>0</b>
<b>PUBLIC WORKS</b>					
4100 DPW	5,706,277	5,825,499	5,989,964	5,989,964	0
4171 Snow and Ice	843,023	400,000	400,000	400,000	0
<b>Total Public Works</b>	<b>6,549,300</b>	<b>6,225,499</b>	<b>6,389,964</b>	<b>6,389,964</b>	<b>0</b>
<b>Total Municipal Departments</b>	<b>21,351,417</b>	<b>21,839,244</b>	<b>22,429,493</b>	<b>22,404,492</b>	<b>0</b>
<b>EDUCATION</b>					
3100 Schools	41,138,481	43,205,637	45,330,000	45,330,000	0
3610 Vocational School	156,670	184,105	175,000	175,000	0
<b>Total Education</b>	<b>41,295,151</b>	<b>43,389,742</b>	<b>45,505,000</b>	<b>45,505,000</b>	<b>0</b>
UNALLOCATED EXPENSES		0	450,000	450,000	
<b>Total Municipal and Education Budget</b>	<b>62,646,568</b>	<b>65,228,986</b>	<b>68,384,493</b>	<b>68,359,492</b>	<b>0</b>
<b>UNDISTRIBUTED</b>					
1910 Energy	2,475,833	2,168,613	2,285,013	2,260,013	0
<b>Personnel Benefits</b>					
9110 Contributory Retirement	3,889,699	4,019,991	4,242,374	4,242,374	0
9170 Non-Contributory Retirement	34,826	36,000	37,000	37,000	0
9120 Workers' Compensation	355,908	400,000	400,000	400,000	0
9130 Unemployment Compensation	35,799	75,000	75,000	75,000	0
9140 Health Insurance	9,402,606	9,481,256	9,618,292	9,618,292	0
9150 Medicare Tax	725,855	820,000	861,000	861,000	0
1962 GASB 45 Fund	470,000	350,000	0	0	

Dept. Code	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
Miscellaneous					
9450 General Insurance	339,376	351,575	360,000	360,000	0
9430 Reserve Fund	0	400,000	400,000	400,000	0
9460 Environmental Remediation Services	120,253	140,000	140,000	122,132	0
Parking Initiative	0	80,000	25,000	25,000	0
WPS Master Plan	0	40,000	0	0	0
Waterfield Lot Development	0	10,000	0	0	0
<b>Total Undistributed</b>	<b>17,850,156</b>	<b>18,372,435</b>	<b>18,443,679</b>	<b>18,400,811</b>	<b>0</b>
Capital Appropriations					
Current Year Expenditures					
Capital Articles (General Fund Revenues)	220,000	220,000	220,000	220,000	
Capital Articles (from Free Cash)	803,000	0	0	0	
Capital Articles (from Cemetery)	176,000	0	0	0	
Capital/Building Stabilization Fund (Direct Appropriations)	746,000	1,427,800	0	0	
Capital Deferred Maintenance (from Free Cash)	0	100,000	100,000	100,000	
1711 Funded Debt	4,864,451	4,678,301	6,036,926	6,036,926	0
1712 Interest on Funded Debt	2,114,223	2,114,110	6,066,593	6,066,593	0
<b>Sub-Total Current Year Expenditures</b>	<b>8,923,673</b>	<b>8,540,211</b>	<b>12,423,518</b>	<b>12,423,518</b>	<b>0</b>
Capital Fund Transfers					
1961 Building Stabilization - Annual Appropriation	2,488,056	2,550,257	2,614,013	2,614,013	
1962 Capital Stabilization - Annual Appropriation	1,075,912	1,102,810	1,130,380	1,130,380	
Capital/Building Stabilization Fund - Retiring Debt and Energy Rebate	526,000	630,197	644,520	644,520	
<b>Sub-Total Capital Fund Transfers</b>	<b>4,089,968</b>	<b>4,283,264</b>	<b>4,388,913</b>	<b>4,388,913</b>	<b>0</b>
<b>Total Capital</b>	<b>13,013,641</b>	<b>12,823,475</b>	<b>16,812,431</b>	<b>16,812,431</b>	<b>0</b>

Dept. Code	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
Non-Appropriated					
State Assessments	576,492	524,196	561,060	561,060	0
* Cherry Sheets	46,562	32,574	31,197	31,197	0
* Overlay	473,322	475,907	400,000	401,523	0
<b>Total Non-Appropriated</b>	<b>1,096,376</b>	<b>1,032,677</b>	<b>992,257</b>	<b>993,780</b>	<b>0</b>
Other					
Water & Sewer	4,295,640	4,133,635	4,360,894	4,360,894	
Recreation General Fund Subsidy	192,000	201,488	175,000	175,000	
Transfer to Workers Comp Reserve	155,000	0	0	0	0
Transfer to Cemetery Perpetual Care	66,300	0	0	0	0
	<b>4,708,940</b>	<b>4,335,123</b>	<b>4,535,894</b>	<b>4,535,894</b>	<b>0</b>
<b>TOTAL GROSS EXPENSES</b>	<b>99,315,681</b>	<b>101,792,696</b>	<b>109,168,754</b>	<b>109,102,409</b>	<b>0</b>

\* FY2015 is for budgetary purposes only

## **SECTION III**

### **SERVICE PROGRAMS**

## TOWN MANAGER

PROGRAM COSTS	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
Personal Services	524,151	567,972	574,776	574,776	0
Other Expenses	40,569	81,400	93,900	93,900	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>564,720</b>	<b>649,372</b>	<b>668,676</b>	<b>668,676</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	2	2	2	2	
Clerical	2.6	2.69	2.69	2.69	
Professional/Technical	1	2.15	1	1	
<b>TOTAL</b>	<b>5.6</b>	<b>6.84</b>	<b>5.69</b>	<b>5.69</b>	

### Program Description

Administration component of the budget covers the expenses of the Board of Selectmen and the salaries and administrative costs of the Town Manager's Office. The five elected members of the Board of Selectmen are the chief policy-making authority of the Town. The Town Manager is the Chief Administrative Officer for the Town. The Board of Selectmen appoints the Town Manager, and most of his duties and responsibilities are detailed in the Town Charter, first adopted in 1975. The Manager is responsible for the day-to-day affairs of the Town. He appoints department heads and employees not serving directly under elected boards and fixes their salaries within adopted personnel guidelines in the Compensation Plan. The Town Manager is responsible for the enforcement of State Law, Town By-Laws and the Town Charter. The Manager is also responsible for preparing and administering the Town's annual budget, purchasing supplies and materials for all Town agencies, and awarding all contracts for all agencies including Education.

### Mission Statement

The mission of the Town Manager's Office is to lead the strategic direction and business operations of Town government, to support the policy and licensing role of the Board of Selectmen, and to ensure open and responsive municipal services to the citizens and businesses of the Town of Winchester.

#### Ranking of Services:

1. Maintain effective and efficient fiscal practices and service delivery to the citizens of the Town.
2. Support the Board of Selectmen by preparing policy documentation and analysis, administration of meetings, and implementation of decisions.
3. Prepare the Town's annual budget proposal and financial plan.
4. Negotiate collective bargaining agreements, administer personnel practices, and maintain effective labor relations.
5. Represent the Town's financial and strategic interest before Regional, State, and Federal government agencies.

### FY2017 Objectives (highlights)

- Continue to work on the Town's flood mitigation projects:
  - Commence construction of the Mt. Vernon Street bridge and Scalley Dam.
  - Commence construction of Skillings Field culvert and environmental projects.
- Disposition of Waterfield Road Parking Lot.
- Improve community outreach.
- Negotiate collective bargaining agreements with six union groups.
- Reconstruction of Town Center Commuter Rail Stop.

## **Prior Year's Accomplishments**

- Obtained override funding for Skilling Field culvert and environmental project.
- Assisted the EFPBC with the Winchester High School project.
- Working with DPW and Trash Pickers Advisory Committee evaluated an extended SMART program.
- Implemented Board of Selectmen's Downtown Parking Plan.
- Implemented various traffic calming measures throughout the Town working with TAC (Traffic Advisory Committee) and the Town's traffic consultant.
- Renewed health insurance plan with no increase in premium.
- Sale of the Wright-Locke Farm property.

## HUMAN RESOURCES/ADA

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	56,781	82,871	104,500	104,500	0
Other Expenses	3,758	11,200	16,000	16,000	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>60,538</b>	<b>94,071</b>	<b>120,500</b>	<b>120,500</b>	<b>0</b>
<b>STAFFING</b>					
Director	0.8	0.8	0.89	0.89	
Clerical	0	0.54	0.71	0.71	
<b>TOTAL</b>	<b>0.8</b>	<b>0.8</b>	<b>1.6</b>	<b>1.6</b>	<b>0</b>

### Program Description

The Human Resources Department provides a variety of services to all departments within the Town and assists department heads and employees with all issues related to employment. In addition, the Department is responsible for ADA oversight and compliance and for implementation of the Town's approved ADA Transition Plan.

### Mission Statement

It is the mission of the Human Resources Department to provide prompt, courteous assistance to all employees and to the general public and to make referrals as needed in those instances where we are unable to provide the necessary assistance. It is also our mission to ensure that the Town remains in compliance with the Americans with Disabilities Act as well as with all federal, state and local disability related laws.

### FY2017 Objectives

- Improve department coverage by increasing the Human Resources Director position from 28 to 31 hours (.8 to .89 FTE) and the Administrative Assistant position from 19 hours to 25 hours (.54 to .71 FTE). This will provide full-time coverage for the office as well allow more flexibility within the department.
- Continue to act as a resource for department heads, employees and the general public.
- Continue to transition Human Resources related responsibilities from other departments.
- Continue to use third party vendor for flex spending program for full fiscal year.
- Continue to oversee ADA compliance and to work with the Engineering Department in order to complete ADA related projects.
- Increase the number of employee trainings.

### Prior Year's Accomplishments

- Successfully hired and trained a part-time administrative assistant.
- Successfully transitioned the flexible spending program to a third party vendor (half fiscal year program January through June).
- Assisted department heads in the recruiting and hiring process as well as with other employee related concerns.
- Provided courteous attention and assistance to our employees as well as the general public.
- Provided trainings on various topics of interest to our employees.
- Continued to revise the Personnel Policy Guide.
- Worked with the Engineering Department to complete various ADA projects.
- Oversaw the Disability Access Commission and worked with members to promote disability awareness.



## FINANCE COMMITTEE

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	1,909	3,500	3,500	3,500	0
Other Expenses	273	2,500	2,500	2,500	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>2,182</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>0</b>
<b>STAFFING</b>					
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

### Program Description

The Finance Committee consists of fifteen voters appointed for staggered three-year terms. Five appointments are made annually by appointing committee consisting of the Moderator, the Chairman of the Board of Selectmen and Finance Committee respectively. Under the provision of the Town Charter and By-laws, the Finance Committee receives and reviews the proposed budget submitted by the Town Manager, and after public hearings, submits a budget to the Town Manager, and after public hearings, submits a budget to the Town Meeting. The ongoing function of the Committee is to act upon requests for “transfer”; i.e., appropriations from the Reserve Fund to meet extraordinary and unforeseen needs of Town departments and agencies which may arise during the course of the fiscal year.

## COMPTROLLER

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	317,395	355,908	374,721	374,721	0
Other Expenses	2,527	2,670	7,970	7,970	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>319,921</b>	<b>358,578</b>	<b>382,691</b>	<b>382,691</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	2	2	2	2	
Clerical	0	0	0	0	
Professional/Technical	2	2	2	2	
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	

### Program Description

The Comptroller is appointed by the Board of Selectmen and is responsible by Town Charter and State statute for the general and budgetary accounting records of the Town, preparation of payroll and accounts payable warrants, auditing of the books of various departments, preparation of various financial reports of a statutory and/or administrative nature, methods of installation and supervision of all accounting records of the Town, standard practices relating to account matters, and the continuous audit of Town accounts. Additionally, the Comptroller is administratively responsible for employee group insurance, general property/liability insurance and worker's compensation.

The Comptroller is the ex-officio member of the Winchester Contributory Retirement Board.

### FY2017 Objectives

- Continue to process timely weekly payroll and bill warrants.
- Continue to manage the MUNIS accounting system and provide financial/budgetary reports and other support for Town Management and departments.
- Continue to provide assistance in the preparation of Town Meeting budgets, warrants, reserve tables/forecasts for Spring, Fall and Special Town meetings.
- Continue to provide monthly appropriation reports to the Board of Selectmen.
- Close the fiscal year in a timely fashion by the end of August/beginning of September of 2016.
- Commence the FY16 audit in September of 2016.
- Commence the Department of Revenue's (DOR's) balance sheet review and free cash certification process in September of 2016.
- Continue to assist in the preparation of the FY17 Tax Recap in the fall of 2016 to be certified by the DOR in early December of 2016.
- Prepare and file the FY16 Schedule A by November 30, 2016.
- Continue to transition human resource related functions to the newly created Human Resource Department.

### Prior Year's Accomplishments

- Closed fiscal year 2015 timely in August 2015.
- Commenced the fiscal year 2015 audit in early September 2015. Financial statement drafts were issued in November 2015.
- Obtained DOR's certification of free cash timely.
- Obtained DOR's certified tax rate timely.
- Filed the FY15 DOR's statutory Schedule A timely.
- Transitioned flexible spending and dependent care plans to the newly created Human Resources Department.

## ASSESSOR

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	201,036	210,160	202,805	202,805	0
Other Expenses	81,796	57,750	57,750	57,750	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>282,832</b>	<b>267,910</b>	<b>260,555</b>	<b>260,555</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	1	1	1	1	
Clerical	2.6	2	2	2	
Professional/Technical	0	0	0	0	
<b>TOTAL</b>	<b>3.6</b>	<b>3</b>	<b>3</b>	<b>3</b>	

### Program Description

The Board of Assessors consists of three members elected by the voters for three-year terms. The Board is part-time and meets weekly at Town Hall. Assessors are required by Massachusetts law to value all real and personal property within their community. They also have responsibility for motor vehicle excise tax bills originated by the Registry of Motor Vehicles. By keeping values at the market standard, the Assessors assist in maximizing the resources available to fund municipal services.

### Mission Statement

The Assessor's Office is committed to uniformly and accurately valuing all property, both real and personal, located within Winchester as required by Massachusetts law and to facilitate local taxation.

### Ranking of Services:

1. The annual valuation of all real and personal property
2. The administration of exemptions and abatement for real estate taxes
3. The administration of motor vehicle and boat excise taxes.
4. Assisting the public in their request for information.
5. Assisting other Town departments in their requests for information

### FY2017 Objectives

- Photograph new construction
- Reclassify office staff
- Inspect personal property and commercial classes

### Prior Year's Accomplishments

- Completed timely revaluation
- Reorganization of office staff
- Completed re-inspection of residential property for cyclical state requirements
- Maintained healthy balance in overlay account

## COLLECTOR/TREASURER

PROGRAM COSTS	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
Personal Services	291,471	304,571	314,143	314,143	0
Other Expenses	89,319	108,350	124,150	124,150	0
Equipment	0	2,000	2,000	2,000	0
<b>TOTAL</b>	<b>380,791</b>	<b>414,921</b>	<b>440,293</b>	<b>440,293</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	2	2	2	2	
Clerical	2	2	2	2	
Professional/Technical	0	0	0	0	
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	

### Program Description

The Treasurer/Collector is responsible for all monies that the Town receives and dispenses. The duties and responsibilities of this office are defined in various chapters of Massachusetts General Law. The primary functions of the Treasurer include maintenance of Town funds, custodian of the Board of Retirement and various special trust funds, and investment of Town revenue. The Collector's responsibilities include collecting parking tickets, issuing municipal lien certificates, reconciling warrants for payroll and payable, and issuing checks.

### Mission Statement

The Town of Winchester Collector/Treasurer Office is responsible for managing and directing the tax collection process and for planning, coordinating and directing the Town's cash management.

### Ranking of Services:

1. Provide billing and collection services.
2. Ensure that tax and other bills are created and distributed correctly to enhance timely and accurate collection.
3. Safeguard the monetary assets of the Town through accounts payable, payroll and bank account maintenance and reconciliations.
4. Work in conjunction with the Town's financial advisor to maximize opportunities for debt borrowing, refunding, and payments.
5. Evaluate and implement new features and enhancements for the Town's automated financial systems (MUNIS) for applications and efficiency improvements.

### FY2017 Objectives

- Continue to improve the Town's on-line bill payment system to allow for more payment methods and easier access, and explore other vendors providing this service to municipalities.
- Begin the process of allowing for electronic billing for real estate tax bills.
- Continue to make improvements to the MUNIS General Billing System processing to improve efficiency of collections for Police & Fire details, as well as DPW billing.
- Continue to make improvements and upgrades to the Parking Ticket Collection System to make collection and processing more efficient, and to begin the process of making payment of parking tickets available on line.
- Continue to review and make appropriate changes to the Town's banking services to improve efficiency, reduce costs, and increase investment income.
- Review all outstanding bonds for the possible refunding at lower interest rates.
- Continue to coordinate the investment of the newly established Retiree Healthcare Trust Fund with the Commissioners of Trust Funds.

- Review current vendor, and explore alternative vendors to be used for non-renewal marking for parking tickets at the RMV in order to improve processing and collection efficiency.
- Continue to manage tax title accounts, and move delinquent accounts into tax title more timely and efficiently to improve collections.
- Issue all long term debt, as well as all short term debt renewals.
- Continue to manage and improve the newly established parking programs at various lots throughout the Town.

### **Prior Year's Accomplishments**

- Oversaw the issuance of all General Obligation Bonds and all short term Bond Anticipation notes for the Wright-Locke Farm Project, the High School Feasibility Study, High School Construction Project and other projects.
- Reviewed and made appropriate changes in the Town's banking services to improve efficiency, reduce costs, increase investment income, and comply with State statutes.
- Improved time frames for placing water liens on Real Estate tax accounts. Accounts are now liened for all water bills outstanding for six months or more. This measure has increased the amount of outstanding water receivables liened, and improved water collection rates.
- Coordinated with investment of the newly established Retiree Healthcare Trust Fund.
- Served on the Audit Advisory Committee, overseeing the Town's annual audit.
- Coordinated with Police Department, the Parking Hearings Officer, the IT Department, and the Police Computer System vendor, improvements and upgrades to the Parking Ticket Collection System that will make collection and processing more efficient. Continue to work toward making the payment of parking tickets available on-line.
- Improved the system for the collection and depositing of Parking Meter funds to insure timelier bank deposits.
- Served on the Parking Committee that has implement new parking programs at the Wedgemere Commuter Rail Station, the Aberjona Parking Lot, the Laraway Road Lot and the Cullen Lot to include establishing a cash management program as well as implementing the credit card processing system.
- Improved the Town's on-line bill payment system to allow for more payment methods and easier access, as well as making the process more efficient and user friendly.
- Reviewed all outstanding bonds for the possible refunding at lower interest rates.
- Reviewed all procedures and implemented improvements to the cash management system.

## ENGINEERING

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	399,502	432,354	431,818	431,818	0
Other Expenses	56,602	60,310	44,440	44,440	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>456,104</b>	<b>492,664</b>	<b>476,258</b>	<b>476,258</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	3	3	3	3	
Clerical	1	1	1	1	
Professional/Technical	1	1	1	1	
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>

### Program Description

The Engineering Department is dedicated to meeting the needs of all Town departments, boards, committees, and the residents of Winchester. This office maintains custody of all plans and engineering records for the Town and is involved in various studies consisting of drainage, traffic, water, sewer, flood mitigation, and other public works and planning projects. The Engineering Department is responsible for conducting engineering-related plan reviews and field inspections related to private development projects falling under the jurisdiction of the Planning Board, Zoning Board of Appeals, and Conservation Commission. The Engineering Department is also the issuing authority for commuter and Town Center employee parking permits.

### Mission Statement

The mission of the Engineering Department is to improve the quality of life in the Town of Winchester by assisting in the planning, design, construction, and maintenance of municipal infrastructure systems, including water, sewer, and stormwater management.

1. Provide engineering services and related data to all Town departments, boards, committees, and the general public.
2. Assist with the planning, design and construction management of various capital improvement projects, including water, sewer, and drainage projects, and the Town's flood mitigation projects.
3. Review proposed private development projects and inspect construction of the project's infrastructure to ensure that they meet the requirement of the Town.
4. Update and enhance the Town's Geographic Information System (GIS), which serves as the basis for the Town's Assessor's and zoning maps.
5. In conjunction with the DPW, administer the Town's NPDES Phase II stormwater permit.

### FY2017 Objectives

- Assist the Town Manager's office with the implementation of the Town's Flood Mitigation Program, including Project 4 – Mount Vernon Street bridge improvements, Project 6 – Skillings Field Culvert addition, and upstream mitigation at the Scalley Dam in Woburn.
- Administer the Town's current NPDES Phase II stormwater permit and assist with the development of the Notice of Intent to respond to the new permit requirements, expected to be issued by USEPA in 2016. Administer the Town's rain barrel program.
- Assist with the planning, design, and construction management of various water, sewer, drainage, and transportation-related capital projects, including projects to remove infiltration and inflow (I&I) from the Town's sewer system and improvements to the Horn Pond Bridge at Lynch School.
- Complete engineering reviews of private development projects submitted to the Winchester Planning Board, Zoning Board of Appeals, and Conservation Commission.

- Assist in the construction management of improvements to the Low Level Outlet at the South Reservoir.
- Provide inspectional services for on-going Town and private development projects.
- Lead the Town's Working Group on the long-term redesign of the Winchester Center Commuter Rail Station.
- Oversee the final design, bidding, and construction of the Tri-Community Bikeway/Greenway project in conjunction with MassDOT, the Town of Stoneham, and the City of Woburn.
- Work with the Traffic Advisory Committee (TAC) and the Board of Selectmen in developing safe pedestrian and motor vehicle transportation policies.
- Assist the Town Manager's office with the implementation of the parking plan for the Town Center area and Wedgemere Train Station.
- Participate in the construction management of the Winchester High School renovation project.
- Coordinate with Eversource on the final design and construction of their regional transmission projects as they cross through Winchester.

### **Prior Year's Accomplishments**

- Assisted in the design, permitting, and/or construction management of various capital improvement projects, including sewer improvement projects to remove sources of infiltration and inflow (I&I), various municipal building repair projects, and improvements to the Low Level Outlet at the South Reservoir.
- Coordination with various public utilities on grants of location and infrastructure improvements, including with Eversource on their large regional transmission projects.
- Participated in the construction management of the Winchester High School renovation project.
- Completed inspectional services for a variety of private development projects.
- Worked with the Town's traffic consultant to finalize the design of traffic improvements at the intersection of Holton Street and Cross Street, and in the Forest Street/Brookside Avenue neighborhood.
- Successfully implemented new pay-by-space parking meters in the Town Center, in coordination with the Town Manager's office.
- Provided technical review for numerous private development projects.
- Administered the Town's Community Rating System (CRS) program, which provides discounts to homeowners on their flood insurance.
- Oversaw updates to the Town's GIS parcels database.

## BUILDING AND ZONING

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	286,737	290,120	314,619	314,619	0
Other Expenses	12,443	16,670	55,285	55,285	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>299,180</b>	<b>306,790</b>	<b>369,904</b>	<b>369,904</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	1	1	1	1	
Clerical	0.83	0.83	1.4	1.4	
Professional/Technical	1.7	1.7	1.7	1.7	
<b>TOTAL</b>	<b>3.53</b>	<b>3.53</b>	<b>4.1</b>	<b>4.1</b>	<b>0</b>

### Program Description

The Building Division is responsible for applying and enforcing the State Building code to all construction within Winchester. In addition, the Building Commissioner acts as the Zoning Enforcement Officer pursuant to Massachusetts law, making formal determinations on the applicable use of land. The Building Department provides staff support to the Zoning Board of Appeals and serves as a resource to the Town when designing and constructing municipal buildings and related projects.

### Mission Statement

The mission of the Building Department is to ensure the health and safety of the public through enforcement of the State Building code and to help protect the character and quality of life in Winchester through enforcement of the Town's Zoning By-Laws and related regulations.

### Ranking of Services:

1. Daily inspections of all building projects
2. Review and approve plans for building permit applications
3. Review request for zoning interpretations and investigate complaints of zoning violations.
4. Conduct annual safety inspections of buildings used for public use, such as daycare, hospital, clubs, restaurants, etc.
5. Maintain records of all business carried out by the Building Department.

### FY2017 Objectives

The Building Department has located a vendor to provide a computer program that will work in conjunction with the Assessor records. This program would allow us to input, maintain, store and generate reports for all permits issued by the Building Department by address and we are waiting for funding. The Building Department has requested a part-time (14 hour) clerk to assist with the increase volume of paperwork due to the amount of construction work being done in town. Continue to work with the High School Redevelopment Team to complete inspections promptly while maintaining regular inspection schedule for permitted construction being performed throughout the Town.

### Prior Year's Accomplishments

The Building Department has acquired shipping containers (barrels) for the storage of archived plans. The Building Department has leased a copy machine/scanner for the office. The Building Department is continuing to build a digital library for building plans. All inspectors completed continuing education requirements. The Building Department has maintained efficient and courteous service.



## CONSERVATION COMMISSION

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	45,767	54,683	47,743	47,743	0
Other Expenses	1,257	1,774	1,810	1,810	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>47,024</b>	<b>56,457</b>	<b>49,553</b>	<b>49,553</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	0	0	0	0	0
Clerical	0	0	0	0	0
Professional/Technical	0.71	0.71	0.71	0.71	0
<b>TOTAL</b>	<b>0.71</b>	<b>0.71</b>	<b>0.71</b>	<b>0.71</b>	<b>0</b>

### Program Description

The Conservation Commission is appointed by the Board of Selectmen and is responsible for protecting the Town's natural resources.

### Mission Statement

The Commission implements the Conservation Commission Act, the Wetlands Protecting Act, and the Winchester Wetlands By-law, and oversees implementation of the Open Space and Recreation Plan and manages conservation areas.

### Ranking of Services:

1. Implement the Wetlands Protection Act and the Winchester Wetland Bylaw
2. Maintain conservation areas and improve trails
3. Administer the Open Space and Recreation Plan
4. Provide assistance to the Town on conservation and environmental issues, including planning for open space preservation, acquiring land and conservation restrictions and serving on other Town boards and committees.
5. Public awareness and education programs.

### FY2017 Objectives

- Provide assistance to Town in permitting the Aberjona River flood control plan.
- Implement the Open Space and Recreation Plan.
- Maintain conservation areas and trails.
- Process filings; provide environmental information and assistance to applicants.
- Distribute information to public regarding natural resources.
- Provide volunteer opportunities for town youth groups.
- Work with the Town to upgrade Davidson Park
- Provide assistance with migratory fish habitat restoration.
- Continue work on the "Aberjona Initiative", a landscaped restoration plan along Mill and Judkins Ponds.
- Develop an agroforestry program at Wright-Locke Farm.

**Prior Year's Accomplishments**

- Provided assistance to Town in permitting Aberjona River flood control plan at Skillings Field and with fish migration at Center Falls Dam fish ladder
- Permitted water quality management in Mystic Lakes, Winter Pond.
- Worked with neighborhood at Winter Pond to manage invasive plant species.
- Maintained conservation areas.
- Processed filings; provided environmental information and assistance to applicants.
- Worked with Town to develop plan to upgrade Davidson Park.
- Progressed with work on the "Aberjona Initiative", a landscaped restoration plan along Mill and Judkins Ponds.

**External Funding Source**

Wetlands Protection Act Fund

## PLANNING BOARD

PROGRAM COSTS	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
Personal Services	78,870	89,028	89,506	89,506	0
Other Expenses	44,083	31,950	46,000	46,000	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>122,954</b>	<b>120,978</b>	<b>135,506</b>	<b>135,506</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	1	1	1	1	
Clerical					
Professional/Technical					
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>

### Program Description

The duties of the Planning board are spelled out in the Town’s Charter, which are as follows: “The Planning Board shall make studies and prepare plans concerning the resources, possibilities and needs of the Town. The Planning Board shall have the power to regulate the subdivision of land within the Town by the adoption of the rules and regulations governing such development. The Planning Board shall annually report to the Town giving the information regarding the condition of the Town and any plans or proposals known to it affecting the resources, possibilities and needs of the Town. The Planning Board shall have all of the powers and duties given to planning boards under the constitution and the General Laws of the Commonwealth, and such additional powers and duties as may be authorized by the Charter, by by-law or by other Town Meeting vote.”

### Mission Statement

The Planning Board is responsible for making studies and preparing plans concerning the resources, possibilities and needs of the Town. By Town Charter and State statute, the Board is to prepare and approve the Town’s master plan, and develop and propose zoning bylaws to Town Meeting. The Board is also responsible for regulating the subdivision of land within the Town by the adoption of rules and regulations governing development. The Planning Board is required to report annually to the Town giving information regarding the condition of the Town and any plans or proposals known to it affecting the resources, possibilities and needs of the Town.

### FY2017 Objectives

- **Master Plan.** The sections below for Phase II of the Master Plan still need to be completed. transportation/circulation, cultural/historical, open space/natural resources/recreation, infrastructure/town facilities and governance of development. Additional consulting services are warranted for this objective. (\$10,000 budgeted)
- **Waterfield RFP.** The Board intends to work with the Board of Selectmen to issue an RFP for the redevelopment of the Waterfield parcel. An RFP is planned for the Spring and into the Fall of 2016. Additional consulting services are warranted for this objective. (\$5,000 budgeted).
- **Grants.** The Board intends to pursue additional technical assistance and other grant opportunities for economic development, Brownfield’s redevelopment, historic preservation, and greenway/river way restoration, and Community Preservation.
- **Historic Properties Inventory.** The Planning Board will continue to support the Winchester Historical Commission in their efforts to expand their knowledge and inventory of historic properties within the community.
- **Wright Locke Farm.** Continue to work with the Conservancy in order to have a productive educational organization in town. Possible zoning changes are being pursued in order for the farm to exist at its highest potential as an asset to the Town

- **Winning Farm.** Continue to work with the owners of Winning Farm in order to have a development that best suits Winchester, the adjacent neighborhood, and the forest land surrounding the historic farm.
- **Zoning Code.** Continue to correct inconsistencies within the Zoning Code: dimensional requirements, duplicate or unclear definitions, and zoning classifications. More specifically, changes within the code that promote neighborhood cohesiveness will be pursued. Additional triggers for site plan review will be a key to preserving neighborhood streetscapes. Outside land use counsel is warranted for these initiatives(\$10,000 budgeted).
- **General Planning.** The Board will continue work to improve coordination and communications between the Planning Board and its staff and other municipal boards, commissions and staff.
- **Center Business District.** The Board aims to hire design consultants to continue work within the CBD and along Shore Road. Design consultants will help us study the potential of small lot development, the pedestrian connection along Shore Road, and the beautification of town center. A hired design advocate will be necessary at times to help foster responsible development in the CBD. Of the 3 Planned Unit Developments in the CBD, the North Core is the only one where there needs to be significant work performed by an urban designer as this has the largest potential for residential development in the CBD. Our previous design consultant came up with several ideas in the North Core that are wonderful, however, key areas west of Main Street are incongruent with the Board, the Planning Department, and the Engineering Department. Most importantly, key new developments areas are planned for a water retention area and possible ground level parking. We would like to explore other opportunities for this area of town(\$15,000 budgeted).

### **Prior Year's Accomplishments**

- **Town Center Initiative.** Continued to work with the Massachusetts Smart Growth Alliance grant, funded by the Barr and Ford Foundations, on new zoning for the Central Business District. Consultant contracts were generated for additional MAPC consultant time as well as for publicity and outreach and urban design work. Additionally, an historic preservation and parking consultant were hired to guide us in the drafting of the CBD bylaw. The CBD Bylaw was passed with over 95% of the town meeting voting in favor for the rezone in the Spring of 2015. At the town meeting in the Fall of 2015, money was appropriated to allow for an exploratory exercise for the possible development of the Waterfield Lot. Additionally, a developer's event was held on December 2<sup>nd</sup> to showcase the town center for increased investment.
- **Grants.** Finalized work and plan to receive monies from the Baker administration (20,000 from the Community Compact) and the Griffin Foundation (10,000) in January of 2016 in order to study pedestrian connections between the High School and the town center in conjunction with a parking facility.
- **Parking Plan.** Finalized work on the Parking Plan in the town center. Pay stations, lines, and signs are fully implemented.
- **Wright Locke Farm.** Finalized the sale of Wright Locke Farm after a positive vote from Spring Town Meeting in 2015.
- **Heritage District.** The first Neighborhood Conservation District was passed in Winchester at Spring Town Meeting of 2015. This is the first of hopefully many such districts which aim to preserve the character, scale, and design of historically sensitive areas in town.
- **ANRs.** Reviewed Approval Not Required (ANR) plans. ANR applications are typically requests to subdivide existing lots to create additional buildable lots or to change lot lines. By State law, the Winchester Planning Board must determine that the lots meet the frontage and legal access requirements and do not qualify as subdivisions.
- **BOA Petitions.** Advised the Zoning Board of Appeals on applications for special permits and variances and
- **Routine and Long-Range Planning Issues.** Addressed various long-range planning issues and responded to routine town staff and resident inquiries about planning and subdivision projects.

## TOWN CLERK

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	286,427	312,308	323,500	323,500	0
Other Expenses	50,463	55,105	73,955	73,955	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>336,891</b>	<b>367,413</b>	<b>397,455</b>	<b>397,455</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	1	1	1	1	
Clerical	2	2	2	2	
Professional/Technical	1	1	1	1	
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>0</b>

### Program Description

The Office of the Town Clerk provides many services to the community of Winchester. As the primary provider of information, the Town Clerk's Office serves as the Chief Election Official, Official Recording Officer, Public Records Officer, Licensing Official, Clerk of Town Meeting, Town Hall Records Administrator, Registrar of Vital Statistics, Registrar of Voters and Conflict of Interest Liaison Officer.

### Mission Statement

It is the mission of the Town Clerk's Office to provide excellent customer service to the general public along with fostering educational opportunities to those citizens who may be interested in the structure of our Town Government, its electoral process and the many opportunities for citizens to become engaged in local government.

### FY2017 Objectives

- Implemented Online Dog Licensing for the 2016 license year. Will continue to add offerings to the general public via the website (i.e. permits, applications, requests, online purchasing of various departmental offerings)
- Research the policies and procedures that govern the Elected and Appointed Boards and Commissions as it pertains to Open Meeting Laws and the Conflict of Interest Laws. Update the existing guide to assist the members to be sure the town upholds the requirements under the law.
- Continue to implement cost saving measures regarding the administration of work flow in the Town Clerk's Office.
- Design curriculum, offer poll worker training for the new electronic voting machines.
- Review, update and enhance the Conflict of Interest training database for compliance throughout the organization. Offer training courses on Open Meeting Law and Conflict of Interest Law to the appointed and elected officials of the town.
- Aim to successfully administer the Annual, Presidential and General Elections for 2015-2016. Market and educate the public on Overseas Electronic Balloting, educate the voters through online communications on Early Voting. Early Voting will be available to voters for the November 2016 State Election. (Presidential Election)
- Continue to communicate through electronic means to the Town Meeting Members as it pertains to the work of the spring and Fall Town Meetings. Additionally communicate basic training materials to the Town Meeting Members on local government.
- Work cooperatively with the Town Manager on any and all requests to support and assist departments within the organization.
- Continue to work with the Winchester League of Women Voters and the Winchester Student Council to offer voter registration sessions to high school students. This January 14, 2016 will be the first paperless online voter registration session drive offered to students who are 17 or 18 years old and

interested to register to vote. Through smart tablets students can register online in the Student Commons.

- Provide educational information regarding the absentee ballot process and Early Voting.
- Continue to update and maintain the Town Meeting Indexes of all activity of the town meeting.
- Research the decennial review of the Home Rule Charter and Code of Bylaws and implement with the Moderator and Town Management a comprehensive review of the town's documents for preparation to the 2017 town meeting.
- Assist Management and the Town Archives in the 75th Anniversary Committee for WWII

### **Prior Year's Accomplishments**

- Successfully administered the 2015 Annual Town Census and created the List of Resident Book.
- Successfully administered the 2015 Annual Town Election as well as a Special Town Election held in June of 2015. Voter turnout for both elections were consistently greater than the state averages on local elections.
- Assisted and maintained the Town's Official website managed by Civic Plus. The Town Clerk's Office specifically manages the Government Calendar to assure we record and post in accordance with the Open Meeting Law requirements under Massachusetts General Law.
- Additionally created support to the Department of Public Works by selling, marketing and maintaining the Transfer Station Permits including the sales of the SMART Pilot Program. Developed report software to account for the SMART activity (Save Money and Recycle Trash).
- Maintained the online conflict of interest educational training for over 1200 municipal town employees and elected/appointed volunteers.
- Implemented the Massachusetts Public Health VIP vital records program. All birth records, death records and burial permits are now recorded through an online paperless environment where recording fees can be collected electronically. Assisted the State Department of Vital Records with indexes that are online back to 1984.
- Continued indexing town's vital record collection of 20<sup>th</sup> century birth records.
- Worked collaboratively with the Archives Advisory Committee to administer and supervise the Town Archives.
- Received capital funding for the purchase of new electronic voting machines to be implemented in the 2016 Presidential Election cycle.
- Edited, updated and published the 2015 Edition of the Town's Code of Bylaw for publication on the Town's website.

## LEGAL

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	0	0	0	0	0
Other Expenses	361,051	345,000	375,000	350,000	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>361,051</b>	<b>345,000</b>	<b>375,000</b>	<b>350,000</b>	<b>0</b>
<b>STAFFING</b>					
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

### Program Description

The Legal budget provides funds for all legal services for various Town agencies and offices. The Town Counsel advises various commissions, boards, committees and departments. He prepares or reviews contracts and other legal instruments for the Town, represents the Town in litigation, and generally supervises all legal matters. Included in this budget item are legal services not directly handled by Town Counsel, such as fees for special counsel retained for extraordinary legal matters as deemed necessary by the Board of Selectmen. This budget also provides funds for the labor counsel for collective bargaining and various disputes.

## DATA PROCESSING

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	87,748	95,028	136,262	136,262	0
Other Expenses	378,121	425,579	486,125	486,125	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>465,869</b>	<b>520,607</b>	<b>622,387</b>	<b>622,387</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	1	1	1	1	
Clerical					
Professional/Technical	0	0	0.5	0.5	
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1.5</b>	<b>1.5</b>	<b>0</b>

### Program Description

The Data Processing Department reports to the Town Manager and is responsible for managing all of the Town's main computer hardware and software systems and providing support services to all the departments. It also maintains the fiber-optic network connecting all Town and School buildings.

### FY2017 Objectives

- Upgrade the network from a 2008 based network to a 2012 based network.
- Migrate to Office 365.
- Install a Domain Controller in Azure.
- Continue to maintain the fiber optic network infrastructure.
- Update desktops, laptops, printers, and Application Software

### Prior Year's Accomplishments

- Retired the last Server 2003 Town Server
- Completed Phase 1 of the Ethernet Cabling Upgrade project.
- Completed the GIS website to be hosted offsite.
- Upgraded desktops, laptops, printers, and Application Software as needed.
- Maintained the fiber optic network infrastructure.
- Worked with the School's IT Department to resolve network issues.



## GENERAL SERVICES

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services					
Other Expenses	120,799	130,800	147,800	147,800	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>120,799</b>	<b>130,800</b>	<b>147,800</b>	<b>147,800</b>	<b>0</b>
<b>STAFFING</b>					
Managerial					
Clerical					
Professional/Technical					
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Program Description

The General Services program supports many Town offices. The services are an administrative responsibility of the Comptroller. Supported by this program are the purchase and inventory of commonly used office, printing, and reproducing supplies for the Town Hall offices, Council on Aging, Fire and Police Departments. Also supported are central mailing, printing maintenance of office machines, and operation of intercommunication systems and costs for storage of certain microfilmed Town records.

## LIBRARY

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	1,357,747	1,436,287	1,441,987	1,441,987	0
Other Expenses	351,725	383,185	398,285	398,285	0
Equipment	7,961	13,500	13,500	13,500	0
<b>TOTAL</b>	<b>1,717,432</b>	<b>1,832,972</b>	<b>1,853,772</b>	<b>1,853,772</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	2	2	2	2	
Clerical	8.86	8.89	8.89	8.89	
Professional/Technical	9.71	10.11	10.11	10.11	
Public Works	1.43	1.53	1.53	1.53	
<b>TOTAL</b>	<b>22</b>	<b>22.53</b>	<b>22.53</b>	<b>22.53</b>	<b>0</b>

### Program Description

The Winchester Public Library is under the jurisdiction of a five-member elected Board of Trustees. The Library disseminates information on a broad array of topics related to work, school, and personal life; provides lifelong learning opportunities for adults and children; and endeavors to improve the quality of life for its patrons by providing current topics and titles for their relaxation and reflection. Professional reference librarians guide users to its collection of current materials as well as the combined resources of the Minuteman Library Network and the worldwide resources of information available through technology. Our children's department supports Winchester's students and teachers with curriculum enhancing materials and educational and entertaining programs and materials for preschoolers. The Library serves as a community center, connecting citizens to community groups, organizations, and local resources while helping to build a strong sense of community.

### Budget Statement

This budget fulfills all requirements for state certification by the Massachusetts Board of Library Commissioners. We are continuing to phase-in town funding of Sunday hours.

### Mission Statement

The Winchester Public Library is a dynamic community resource that endeavors to improve the quality of life for its Library patrons by providing

- the resources, services and support they need to make informed decisions, resolve issues or answer questions.
- children and teens with the programs, services and materials they need to succeed in school and satisfy their educational and recreational interests as they grow from infants to young adults.
- the resources they need to explore topics of personal interest and to support intellectual growth throughout their lives.
- a safe and welcoming physical space to meet and interact with others or to sit quietly and read and have access to the ever-growing resources and services available through the library's web site.

To accomplish these endeavors, the Library relies upon a professional staff, a broad collection of current materials in a variety of formats, current information technology, and a well-maintained facility for patrons.

## **FY2017 Objectives**

- Continue to phase-in town funding of personnel costs for Sunday hours from mid-October through mid-May.
- Serve as expert information guides to the various forms of electronic resources. Offer hands-on computer classes and opportunities for individual instruction, as well as hiring outside experts to offer classes on job searching, financial planning, genealogy and computer maintenance and troubleshooting.
- Continue work on the second stage of the digitization project for the Winchester Star, providing online, searchable access to the archived collection from 1952 through 2004.
- Continue our collaborative relationship with other organizations that benefit patrons learning English as a second language and for adult literacy.
- Promote library services outside the walls of the Library through programs such as Winchester Reads (a town-wide reading initiative) and Rush Out and Read (teens reading aloud to children), as well as volunteers leading book discussions at nursing homes and senior housing and volunteer delivery of books to homebound patrons.
- Continue to offer hands-on science workshops for children.

## **Prior Year's Accomplishments**

- Promoted the use of the Library as a community center by providing meeting space for community groups, sponsoring book discussion groups, arranging for monthly exhibits of local artists, providing the Friends of the Library sponsored programs for children and adults, and offering classes taught by librarians as well as community based professionals.
- Completed a year-long, grant-funded, *Science is Everywhere* series of programs to promote STEM learning.
- Added streaming music and streaming video to our collection, accessed through our web site.
- Promoted library services outside the walls of the Library through programs such as Winchester Reads (a Town-wide reading initiative) and Rush Out and Read (teens reading aloud to children, which celebrated its 20<sup>th</sup> anniversary in 2012), as well as volunteers leading book discussions at nursing homes and senior housing and volunteer delivery of books to homebound patrons. Collaborations with the Jenks Center include professional assistance with personal electronic devices and book discussion groups.
- Replaced thirteen-year-old microfilm reader/printer with a new microform machine with digital functionality.

## **External Funding Sources**

The Library receives outside funds from four different sources: state aid, grants, donations from private individuals, and endowment and trust fund income.

The Library is eligible each year for a state aid program that is contingent upon the Library meeting state certification requirements. This aid is used to supplement Town funds. FY 2015 award was \$32,947.

The Library applies for grants to fund outreach efforts, special programs, and projects. This year the Winchester Co-Operative Bank funded our Summer ROAR program with a grant of \$5,175. In FY 2015 gifts from individuals, all with specified intentions, totaled \$4,847. These gifts from private individuals are held in a designated gift account and used for their intended purpose – typically books in honor or memory of someone, museum passes, benches, etc. At the end of the year we received a gift of \$2,500 from the Mt. Vernon House to be used for the acquisition of large print books.

Private donations have led to the establishment of Trust Fund accounts and the Endowment Fund. Trust Fund income (\$16,991) is used to make up the difference between the state mandated materials budget and the Town appropriation. Gifts to the Endowment Fund totaled \$41,869. Endowment Fund income (\$36,359) is

restricted to enriching and enhancing Library operations and services. We also received a bequest from the Robert D. Beattie Estate establishing a trust fund for the acquisition of books in science and engineering.

We are grateful for the support of our Friends of the Library. They received grants from the John and Mary Murphy Educational Foundation, En Ka, and the Rotary Club of Winchester as well as generous contributions from private individuals. This year a grant of \$3,500 from the John and Mary Murphy Educational Foundation funded special events for the Summer Reading Program. The Friends fund all of our adult and children's programming throughout the year, Express book collection, museum passes, and the library newsletter sent to all households in Winchester.

### Statistics

	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
<b>Hours open per week</b>	65	65	65
<b>Circulation</b>	531,261	521,298	512,334
<b>Reference questions</b>	56,240	56,065	50,625
<b>Visitors</b>	282,411	278,219	269,797
<b>Number of registered Winchester borrowers</b>	14,038	14,111	13,992
<b>Network loans to Winchester</b>	57,362	57,406	57,533

## ARCHIVAL CENTER

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	0	0	0	0	0
Other Expenses	10,654	11,665	13,754	13,754	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>10,654</b>	<b>11,665</b>	<b>13,754</b>	<b>13,754</b>	<b>0</b>
<b>STAFFING</b>					
Managerial					
Clerical					
Professional/Technical					
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Program Description

The Archival Center functions as the repository for historical documents, photographs and media pertaining to the history of the Town of Winchester. It is located on the ground floor of Town Hall and is supervised by the Town Clerk and overseen by the Archives Advisory Committee. It is a member of the Collaborative for Documenting Winchester's History, which comprises the AAC, Town Clerk, Library Director, the curator of the Winchester Historical Society, and a representative of the Historical Commission.

### Mission Statement

The Archival Center is dedicated to collecting and preserving materials that document all aspects of Winchester history and the lives of its residents; it facilitates public access to the information contained within these collections.

1. The Center collects, organizes, and conserves documents relative to Winchester history (excluding public records preserved by the Town Clerk).
2. The Center provides public access to the collections and provides information to other town departments, researchers, and the public.
3. The Center organizes and catalogs its collections so they are available electronically through the Center's database and on-line exhibits.
4. The Center works cooperatively with the Collaborative on preservation issues of historical resources town-wide.

### FY2017 Objectives

- To maintain regular open hours at the Archival Center so that town staff and the public have access to reference service and records. Professional services budget for the Reference Archivist reflects these hours and includes a raise to reflect the training and skills of the current Archivist
- To increase the images and content in the online catalog so that more information is available to the Town Departments and the public via the internet. The professional services budget includes \$1,000 for archives interns to process more collections and expand the online catalog
- To increase public awareness of the collections and encourage public participation in documenting the community's history through exhibits and outreach to the Library and schools.
- To participate in the World War II 75<sup>th</sup> Anniversary Committee which Town Meeting authorized in the fall.
- To solicit donations of significant collections of photographs and documents related to the history of Winchester and add them to the collection.
- To work with the Town Clerk and the Winchester Historical Society to evaluate the long-term needs of the town's historic assets.

## Prior Year's Accomplishments

- The Town Clerk has administrative responsibility for the Archival Center. Ellen Knight continued as Reference Archivist, Jo-Ann Michalak and Nancy Schrock served on the Archives Advisory Committee, with Schrock as its chair.
- The Center maintained open hours at 6 hours per week (3 hours on Mondays and Thursdays) staffed by a reference archivist who assisted walk-in patrons and answered email and phone questions from a variety of individuals, organizations, and businesses. An additional 2 hours per week were dedicated to processing collections.
- A burst pipe in February necessitated closing that month but also resulted in some beneficial reorganization and review of the collections.
- The reference archivist assisted town departments and boards with reference questions, such as the history of Skillings Field and the development of the historic Town Center. She also facilitated access to archived materials for the Winchester Historical Commission's consultant.
- Additional collections were added to the online catalog, which continues to be a popular resource. By the end of December, 939 users had done 5,763 searches, most of them for photographs and postcards, using keywords provided by our comprehensive indexing.
- The Archival Center received two grants during 2015:
  - En Ka Society grant of \$ 386 for an exhibit case outside the Archival Center in the ground level of Town Hall to showcase collections and open hours.
  - Winchester Cultural Council grant of \$ 423 to make a high resolution digital copy of the original design drawing for Hope Church, the center of Winchester's Afro-American community.
  - 42 acquisitions were logged, including low-cost purchases of historic items using funds in the Revolving Fund and donations of photographs, books, and other items. A notable new collection was donated by the Jenks Trust.
- The Archives continued to produce exhibits of historical collections in the case outside of the Town Clerk's office and at other sites. During 2015, photographs of the Town Center during the 1950s were exhibited in the Sanborn House in conjunction with programs given by the Winchester League of Women Voters, Winchester Historical Society, and Town Day.
- The highlight of the year was the publication of *500 Sheets: Lt. Col. John Hanlon's Debt of Honor*. Following inquiries of local, national, and international origin, the archivist undertook research on Hanlon's life, military career, and the story of the Sheets of Bastogne. With volunteer help and funding from the Board of Selectmen's Gift Account, a book version of the story and a photograph album of the Belgian paintings given to Winchester in 1951 were sent to Belgium and presented by the U. S. Ambassador to the mayor of Bastogne in December.

## HISTORICAL COMMISSION

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	575	1,500	1,500	1,500	0
Other Expenses	0	5,000	10,000	10,000	0
Equipment					
<b>TOTAL</b>	<b>575</b>	<b>6,500</b>	<b>11,500</b>	<b>11,500</b>	<b>0</b>
<b>STAFFING</b>					
Clerical					
<b>TOTAL</b>			<b>0</b>	<b>0</b>	<b>0</b>

### Mission Statement

The Winchester Historical Commission is charged with the preservation, protection and development of our town's historical or archeological assets, and the establishment of protective measures of these assets for future generations.

### Budget Statement

For the 2016-17 fiscal year, the Winchester Historical Commission (WHC) is requesting a total of \$11,500, which consists of three primary components.

First is a renewal of our existing line item of \$1,500 for the professional services of a recording secretary.

The second request is \$5,000 for the funding to survey, document, and evaluate the historical aspects of properties prior to a hearing and determination of them being a preferably preferred significant building and/or action by the Town of Winchester Government with regards to its historical properties. In the past, we have relied heavily on WHC members volunteering their own professional services to complete this task. At this point, it is in the Town of Winchester's best interest to subcontract this work out for professional evaluations and allow all of the Historical Commission members to fully participate in the process. An evaluation of an individual property from independent professionals costs the town approximately \$300. In 2015, we surveyed, documented, and evaluated 13 properties for residences and Town Boards and are expecting this number to rise.

Finally, the second request for an additional \$5,000 is to bolster the WHC's mission by creating a Historical Survey Plan of Action, which will help to expand the Town of Winchester's exiting surveys of historical properties as a means of identifying those in need of protection under existing state and federal laws and the Winchester Bylaws, Chapter 14 (commonly referred to as the Demolition Delay bylaw). The Town's previous survey effort, undertaken nearly 40 years ago in 1978-79, documented approximately 2,000 properties. Though it represented a considerable effort at that time and does contain valuable information, it is far below current standards of research and documentation, which now benefit from electronic record keeping not available at the time the survey was conducted. In addition, that survey effort only documented buildings constructed prior to 1918. Again, although it was an adequate methodology for its time, the effort omitted a large number of town resources that have since acquired historical or architectural significance. To that end, the WHC has been invited by the Massachusetts Historical Commission (MHC) to apply for a \$5,000 survey-planning match grant funded by the MHC. Our final application is due February 9. This matching grant, with a \$5,000 appropriation from the Town, means a potential \$10,000 project and will allow us to develop a plan of future action for Survey Work which will allow us to be efficient with our funding and also effective in our efforts.

## BOARD OF HEALTH

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	240,195	247,607	250,227	250,227	0
Other Expenses	50,699	54,170	68,450	68,450	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>290,894</b>	<b>301,777</b>	<b>318,677</b>	<b>318,677</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	1	1	1	1	
Clerical	1	1	1	1	
Nurse	0.8	1	1	1	
Community Health Program Mngr	0	0.49	0.49	0.49	
<b>TOTAL</b>	<b>2.8</b>	<b>3.49</b>	<b>3.49</b>	<b>3.49</b>	<b>0</b>

### Program Description

The Health Department is charged with protecting the public's health and well-being through the control of existing and potential health hazards. This is accomplished through education, disease surveillance, and enforcement of environmental and public health regulations. The activities of the Health Department include: enforcement of housing codes, monitoring venues such as food service establishments, swimming pools, and recreational camps for children; providing household hazardous waste collection; regulating activities such as keeping of animals, paint sanding, asbestos removal, installing wells, and the use of dumpsters; and providing a range of medical services such as disease education, health screenings and immunization clinics.

### Mission Statement

The mission of the Board of Health is to promote a health community by protecting the public's health and well-being through prevention and control of communicable disease and environmental health hazards.

### Ranking of Services:

1. Provide medical services including disease surveillance and education, health screenings and vaccination clinics.
2. Inspection, enforce and issues permits for State and local regulations including housing, food establishments, swimming pools and beaches, recreational camps for children and nuisance conditions.
3. Conduct emergency public health preparedness planning for infectious disease outbreaks, biological, and chemical incidents.
4. Provide animal and mosquito-borne disease prevention and control services.
5. Evaluate and consult with public agencies and private entities on environmental issues including indoor air quality, development proposals, and hazardous material releases and waste sites.

### FY2017 Goals

- Update Board of Health regulations on fill and dumpsters.
- Create educational material for prospective chicken owners.
- Create risk-based inspection schedule for retail food establishments as part of FDA grant.
- Hold school-based flu immunization clinic program in every school in collaboration with the School Department for the 8<sup>th</sup> year. Improve electronic registration.
- Present 2015 Youth Risk Behavior Survey data to community.
- Implement community health programming to reduce risky behavior among youth including, alcohol, tobacco and drug use.
- Update Emergency Dispensing Site Plans and conduct site activation drill.



- Carry out all mandatory inspection and permitting requirements: food service, housing, pools, camps for children, wells, etc.
- Conduct routine annual public immunization clinics including: flu/pneumonia/tetanus
- Conduct health screenings for blood pressure and TB.
- Contract with U.S. Wildlife Service for Canada geese control.
- Provide annual household hazardous waste and medication collection day.
- Hold annual rabies clinic for cats and dogs.

### **Prior Year's Accomplishments**

- Installed a 24/7 kiosk in the safety building lobby for the collection and disposal of sharps/needles from residents in collaboration with Police and Fire Departments.
- Implemented new tobacco regulations that as of July 1, 2015 did the following: banned all flavored tobacco products from sale and ban smoking on specific public property including, but not limited to: playgrounds, playing/sports fields and on the grounds of public buildings.
- Initiated a collaborative grant for FDA Standardization of retail food inspection activity.
- Conducted bladder cancer screening for fire fighters.
- Offered new electronic flu clinic registration for school-based flu clinics. With strong collaboration between the Health Department and School Department for the 7<sup>th</sup> year, clinics were held in each of the seven school buildings during the school day. Both Flu Mist and the flu shot were administered:
  - 1,479 flu vaccinations given to students (includes 31 booster doses).
  - General Public Flu Clinics – 7 clinics held:
    - 1,481 Flu vaccinations (Includes 416 High-dose flu shots)
      - 51 Pneumonia shots
  - Held Tdap immunization clinic aimed at preventing Pertussis (Whooping Cough).
  - Conducted 21 blood pressure clinics at the Jenks Center.
  - Provided TB screenings throughout the year.
  - Routinely inspected and permitted: all food service activities, camps for children, pools, and beach.
  - Contracted for mosquito control and surveillance of West Nile Virus with the Eastern Middlesex Mosquito Control District.
  - Completed regional grant for tick collection and testing for residents. Over 30% of ticks tested positive for pathogens that cause Lyme disease and Anaplasmosis.
  - Provided household hazardous waste collection day: 15,123lbs of waste collected and properly disposed.
  - Contracted with U.S. Wildlife Service for Canada geese control.
  - In addition to holding monthly meetings of the Winchester Coalition for a Safer Community (WCSC), the Community Health Program Manager (CHPM) arranged for the following programming (highlights):
    - Grieving Presentations by The Children's Room of Arlington for parent community and school staff.
    - Community Forum – panel presentation to community focusing on prescription drug use.
    - "Hidden in Plain Sight" – an interactive mock teen bedroom for parents to explore creative hiding places for contraband.
    - Marijuana Talk Kit - How to talk to your teen about marijuana; a presentation with the Partnership for Drug Free kids.
  - Updated the Youth Risk Behavior Surveys for the Middle and High Schools for implementation in November 2015.
  - The CHPM collaborated with two seniors from the High School who developed the app "01890" to be a sole resource for all relevant contact information for substance abuse, mental health, police and emergency lines, anonymous text tip line, etc. Download it free from iTunes.
  - WCSC in cooperation with the Police Department and Winchester Hospital, conducted a medication collection day. The medication kiosk in the Police Station lobby continues to accept medication from the public all year round. In total, 380 lbs of medication was safely disposed of.

### Communicable Disease Surveillance Cases - 2015

Arbovirus (other)	1
Babesiosis	1
Calicivirus/Norovirus	1
Campylobacteriosis	5
Clostridium Perfringens	1
Cryptosporidiosis	1
Dengue Fever	0
Ehrlichiosis	0
Giardia sis	1
Group A streptococcus	3
Group B streptococcus	1
Hepatitis B (chronic)	7
Hepatitis C (chronic)	9
Human Granulocytic Anaplasmosis	0
Influenza	44
Legionellosis	2
Lyme Disease	25
Malaria	1
Measles	0
Mumps	0
Pertussis(and other Bordetella species)	2
Polio	1
Rocky Mountain Spotted Fever	0
Salmonellosis	3
Shiga toxin producing organism	0
Streptococcus Pneumoniae	3
Tuberculosis – Active	2
Tuberculosis- Latent	16
Typhus Fever	0
Varicella	2
Vibrio sp.	1
West Nile Infection	0

**Total** **133\***

\*This number reflects confirmed, probable, suspect and revoked cases.

### External Funding

Below is a listing of external funding that the Board of Health should receive for FY17. Please note that the funding is not guaranteed from year to year and while the BOH anticipates receiving the funds, it is not a certainty.

- Emergency Preparedness funds from the MA Department of Public Health – The BOH anticipates receiving approximately \$2,500 in FY17.
- Revolving Fund: In accordance with Massachusetts General Law, Chapter 44, Section 53 ½, this fund is voted each year at Town Meeting to set up an account to receive monies, charged for public health programs, such as flu clinics. Expenses include the cost of the vaccine, printing costs, staff time, and other supplies. Approximately \$30,000 is collected from Medicare and private health insurance claims and fees for flu vaccination.

## COUNCIL ON AGING

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	237,883	248,193	249,349	249,349	0
Other Expenses	6,245	6,350	6,470	6,470	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>244,128</b>	<b>254,543</b>	<b>255,819</b>	<b>255,819</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	1	1	1	1	
Clerical	1	1	1.5	1	
Professional/Technical	1.6	1.5	1.5	1.5	
<b>TOTAL</b>	<b>3.6</b>	<b>3.5</b>	<b>4</b>	<b>3.5</b>	<b>0</b>

### Program Description

The Council on Aging (COA) is the local government agency, established by Massachusetts Law, to meet the needs of older adults within the community. The mission of the Winchester COA is to identify the needs of Winchester's seniors and to meet those needs through service, education and advocacy. The COA is governed by an eleven member Board appointed by the Selectmen. The Board has hired a professional staff to assist in carrying out its Mission. The service provide by the COA include:

1. Social services and oversight to frail seniors living alone without support systems. Social services available to all seniors include transportation, in-home services, housing assistance, mental health counseling, information and referral, and handy man services.
2. Health services to promote wellness, coordinate community and healthcare resources and monitor physical progress at home.
3. Weekly nutritional meals.
4. Financial and legal services.
5. Managing the Community Reimbursement Program to reduce the local tax burden on eligible senior citizens.

In addition, the Council sponsors many education programs regarding senior entitlements and other issues of importance to seniors. The COA is concerned with long range community planning for seniors as well as coordination with other communities and with the Executive Office of Elder Affairs.

### FY2017 Objectives

- Continue to provide baseline services, i.e., health, financial, legal, educational, and social services as well as ongoing programs, the nutrition site and transportation.
- Continue activities sponsored by the Cummings Grant.
  - ❖ Provide transportation for grocery shopping and excursions for those seniors who do not get out of the home.
  - ❖ Promote taxi voucher system for those needing transportation when other transportation programs are not running.
  - ❖ Continue evening lecture series for those unable to attend these programs during the day.
  - ❖ Encourage use of Green Energy Program
  - ❖ Continue monthly educational programs
- Manage to continue programming in spite of barriers presented by reconstruction activities.
- Continue National Council on Aging Programs dealing with self management of chronic disease.

## **Prior Year's Accomplishments**

- Provided baseline services, i.e., health, financial, legal, educational and social services as well as ongoing programs, the nutrition site and transportation.
- Organized the Savvy Senior Symposium to meet the needs of present day seniors and baby boomers. The title was "Savvy Seniors Create A Healthy Future". This addressed managing the stresses of senior life so they do not destroy our health and future.
- Continued National Council on Aging programs on chronic disease management. This is part of a series of national programs which has demonstrated better health and cost effectiveness for elders attending.
- Promoted "Green Energy Program" designed to help eligible seniors with home energy saving devices.
- Entered a written agreement with Mount Vernon House to use their van to transport our seniors.
- Received a grant from the Cummings Foundation for the expansion and development of programs and services for seniors. Initiated the following activities under this grant:
  - ❖ Increased transportation for all seniors and especially for those unable to drive or who have no support systems. Specifically we established grocery shopping through the Mount Vernon House Van and we established a voucher taxi system for times when volunteer drivers were not available and we hired a transportation coordinator to run our transportation program.
  - ❖ Expanded nutritional programs.
  - ❖ Established evening seminars for those seniors unable to get to day programs because of work or caregiving.
- Planned with the Winchester Seniors Association for transfer of activities, programs and staff during the renovation of the Jenks Center.
- Evaluate telephone system in light of Jenks expansion plans.

## **External Funding Sources**

The Formula Grant is given by the state to every community in the Commonwealth. It is so named because it provides \$9.00 for every senior within a community based on the 2010 census. Each year the legislature can raise or lower this amount. Winchester uses this grant to provide programming and services, which are not provided by the municipality, to our seniors.

The Grant for Winchester is for \$42,111. Of this amount \$18,435 is spent on senior transportation. This includes gas for volunteer drivers who transport seniors within Winchester (5 days a week, 7 hours a day), medical transportation and emergency taxi fares. Minuteman Senior Services receives \$5,876 to provide nutrition supplies and the nutrition site manager. Payment for Eating Together food is \$4,500. Two thousand (\$2,000) is used for postage for the monthly Newsletter. The Financial Counselor has a stipend of \$4,200. The remaining monies (\$6,100) pay for State and National dues, board trainings, periodicals, flyers, posters, educational programs etc.

In addition, Salter Health Care pays the bill for two days van transportation to the Eating Program. Finally the Cooperative Bank provides \$2,500 a year to buy the books for the Literary Lunch.

## Statistics

### Caseload Statistics –Year 2015

Nurse	117
Social Worker	100
Financial Counselor	63
Attorney	44

### Services Provided

	Served	Contacts
Assessment of New Clients & management of existing clients	137	457
Counseling (Mental Health)	126	922
Group Support	28	74
Housing Assistance	16	18
Health Screening	28	96
Follow up Health Services	26	83
Community Service Reimbursement Program	43	179
Financial Counseling	55	114
Home Repairs	8	9
Congregate Meals	34	1,542
Transportation	196	5599

### Programs

Intergenerational Events	9	500
Educational Events	30	800

**Non Elders Served** 273

*Completed 12/4/2015*

## VETERAN'S SERVICES

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	8,725	8,906	8,906	8,906	0
Other Expenses	12,205	42,343	42,343	42,343	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>20,930</b>	<b>51,249</b>	<b>51,249</b>	<b>51,249</b>	<b>0</b>
<b>STAFFING</b>					
Managerial					
Clerical					
Professional/Technical					
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Program Description

State statute requires each Massachusetts municipality to administer the State's General Assistance to Veterans program rather than require this assistance to filter through the regional general welfare services offices located in various areas of the State. The Veterans' Agent assists Winchester veterans in obtaining payments they are permitted to receive under various State and Federal laws. The Town is reimbursed for 75% of the payments made. It is noted that over the past several years the annual requirements and payments to eligible veterans has declined.

## POLICE DEPARTMENT

PROGRAM COSTS	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
Personal Services	4,049,429	4,133,806	4,127,412	4,127,412	0
Other Expenses	197,485	198,380	198,380	198,380	0
Equipment	68,800	68,800	68,800	68,800	0
<b>TOTAL</b>	<b>4,315,714</b>	<b>4,400,986</b>	<b>4,394,592</b>	<b>4,394,592</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	1	1	1	1	
Clerical	1.5	1.5	1.5	1.5	
Professional/Technical	4.5	4.5	4.5	4.5	
Police Superior	11	11	11	11	
Police Patrol	25.5	25.5	25.5	25.5	
Public Works	0.5	0.5	0.5	0.5	
Crossing Guards (part time)	24	24	25	25	
<b>TOTAL</b>	<b>68</b>	<b>68</b>	<b>69</b>	<b>69</b>	<b>0</b>

### Program Description

The Police Department's primary function is the enforcement of laws and protection of life and property. This includes prevention of crime, preservation of the peace, law enforcement and detection of violators. When law violators are detected, they can be cited, summonsed or arrested. The Police Department responds to emergencies, provides for the efficient movement of motor vehicle and pedestrian traffic, trains, and supervises school crossing guards, animal control officer, public safety dispatchers, and the parking enforcement officer. The Police Department over the past several years has committed to the philosophy of community policing by forming alliances and partnerships with other communities, community groups, instituting new programs and the use of technology. Through an alliance with NEMLEC (North Eastern Massachusetts Law Enforcement Council), the Police Department shares valuable resources with 59 other police departments in northeastern Massachusetts. Locally, the Police Department works closely with many community groups and organizations, such as the School Department, WCSC (Winchester Coalition for a Safer Community through the Health Department) and the Multicultural Network. Community Policing based programs include the STARS Programs (Safety in our Schools) and our on-going "Violence in the Work Place" education program for our local businesses and Town departments. Through the use of our webpage, Twitter, and Facebook, the Department continues to educate the community in crime prevention and public safety activities.

### Mission Statement

The mission of the Winchester Police Department is to provide the highest level of public safety and service to the citizens, visitors and the business community. We emphasize impartiality, honest, integrity, and professionalism in protecting the future and enhancing the quality of life for everyone in the Town of Winchester.

### Ranking of Services:

1. Patrol the community to respond immediately to emergencies, reports of law violation, citizen assistance, and preliminary investigations.
2. Receive calls for service and dispatch the necessary manpower and equipment to respond.
3. Investigate criminal activity by personnel trained in crime scene protection and control, evidence collection and preservation, school safety, and the arrest and prosecution of the perpetrators.
4. Plan, schedule, train and supervise personnel and administer the services and funds allotted to the Department.
5. Administer and supervise school crossing guards and parking enforcement activities.

## **FY2017 Objectives**

Although the objectives to be met in FY2017 will be beyond my control, there are a few objectives that should be considered in the next few years:

- Police, Fire, EMS Civilian Dispatch Center: 2 civilian dispatchers should be on duty every day from 8:00am to 12:00mid. This was recommended in a regional study the Town participated in recently. With current\_funding there are 2 dispatchers on duty approximately 60% of these hours. Hiring another full-time dispatcher and part-time dispatchers would be required to meet this objective. Our civilian dispatchers are a non-union group, one of the few non-union Police, Fire, EMS dispatch centers in our area. As such, employee benefits come under the Personnel Policy Guide. Specific benefits applicable to civilian dispatchers have been falling behind comparable centers. Benefit packages for these employees should be reviewed and adjusted for the Town to be more competitive in the hiring of qualified candidates.
- Computer Aided Dispatch (CAD) Software: Currently, there are 3 separate software providers being used to record the activities of the Police, Fire and EMS functions. These should be merged into one function for our dispatchers and end users. This can be accomplished in different ways, some costly and some not so costly. It will also require a cooperative effort to find a function that will service all the elements and users.
- Police Department's Indoor Firearms Training Facilities: Funding to upgrade the department's indoor range into a live fire, high tech, situational training range should be revisited. Incidents of police shootings, when officers are confronted with a variety of situations, have been closely scrutinized on a national level and only highlights the need for this required training. This training is expensive to provide and the Town could control the escalating annual costs of this training by investing in this project.
- \* Hiring Entry Level Police Officers: Although not an objective at this point, it is something to be watched. The entry level list for police officers has not been as robust with qualified, educated candidates as it has been in the past. Contributing factors for the apparent declining interest in the law enforcement field could be the shrinking incentives and long term benefits once offered, or the highly negative representation of police involved incidents that seem to be part of the daily national news, or a combination of both. If the trend continues, the Town may have to revisit how they are going to attract better candidates to serve the community and manage their Police Department into the future.

## **Prior Year's Accomplishments**

- Through a capital request the objective to secure funding to upgrade the radio communications components in our dispatch center has been achieved. This is a major upgrade, modernizing our entire communications center, which has not been upgraded since the mid-1980s. The project will begin in early January, 2106 and completed in early March.
- The objective to further enhance the department's CAD system for better access and display of the department's in-house records, integrated state networks information, and provide silent dispatching to mobile units in the field by converting to I-Pad devices and software will be completed by mid-February, 2016. This will end a 2 year, \$40,000+ project that was achieved with minimal request for additional town funding.
- The objective to upgrade the police department's network firewalls was completed, completing a 2 year project of a total upgrade of the main components of police department's network (main domain controllers and 2010 Exchange Server with Windows 2008 Server software, switches and firewalls) stabilizing the network for the next several years. The police department's network integrates all the various internal networks, networks accessed through the internet, secures the data, and delivers access to all of this information to each workstation, including mobile units in the field. This was accomplished using the expertise of staff personnel and without requesting additional funding. The Police



- Department's network remains separate from the Town's network to meet state laws requiring security of sensitive information.
- Various Objectives nearing completion:
  - Providing officers with an additional device to deal with escalating Use of Force incidents (Tasers).
  - Patrol officers will soon be carrying Narcan to be better prepared to deal with escalating opiate overdoses.
    - Note: Both of these objectives are expected to be implemented with little, if any, employee resistance.
- Fleet management: 85% of the department's 14 vehicles have been transitioned to more fuel efficient and economical 6 cyl vehicles. 2017 budget will complete this transition.
- On-going objective to provide a proper work environment for all employees to include building cleanliness and maintenance, proper tools and equipment to do their jobs and competent, appropriate and responsive supervision continues. This is a day after day, year after year objective.
- The department recently transitioned to digital fingerprint scanning replacing the ink pad manual method. Fingerprint cards are now produced electronically and can be electronically uploaded to state and national networks. The equipment was obtained through a grant and only required a software development from our software vendor to interface it with our internal network and Booking procedures.
- Objective to prepare the department for transition to new leadership is nearing conclusion. Staffing has been reconfigured and adequately prepared for new responsibilities. The Police Department has gone through a significant transformation in the past 6 years to include over 50% of the police personnel being new hires and including the addition of 2 women police officers, which filled a void since 2002. All elements of the department will be fully staffed in the next few months and adequately funded going into FY2017.
- A public service organization needs to evolve and adapt as personnel, needs, demands, perceptions, and especially technology, change. I think the police department is adequately prepared to meet the needs of the community for the next few years. It will be up to the next leader to identify long term needs and prepare the department for the future.

### **External Funding**

The only external funding the Police Department received for FY2015 are two reimbursable grants from the State 911 Department. The two grants are the State 911 Training Grant which is reimbursable up to \$10,637 and the State 911 Support and Incentive Grant which is reimbursable up to \$47,803.

The Training Grant is to assist in training, certifying and recertifying our 911 PSAP (Public Safety Answering Position) operators in various aspects of public safety dispatching. This training is on-going annually.

The Support and Incentive grant can be used to purchase certain equipment directly associated with our Dispatch Center (Fire, Police, and EMS) or to provide additional PSAP operator coverage during certain times of the day or evening where it is determined needed.

These grants have to be applied for annually and availability is subject to State funding.

## FIRE DEPARTMENT

PROGRAM COSTS	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
Personal Services	4,082,458	4,274,814	4,285,090	4,285,090	0
Other Expenses	182,900	229,574	239,574	239,574	0
Equipment	29,329	32,500	52,500	52,500	0
<b>TOTAL</b>	<b>4,294,688</b>	<b>4,536,888</b>	<b>4,577,164</b>	<b>4,577,164</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	1	1	1	1	
Clerical	1	1	1	1	
Fire Officers	13	13	13	13	
Fire Fighters	32	32	32	32	
<b>TOTAL</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>0</b>

### Program Description

The Fire Department operates two stations: Central Station at 32 Mount Vernon Street and the West Side Station at 45 Lockeland Road. Two fire engines, one aerial ladder truck and one ambulance are staffed with a minimum of 9 firefighters on each of 4 duty shifts; a staffing level below the current professional standard. The department is responsible for: Fire Protection - response to fire emergencies, rescue operation, and protection of property. Also required for this operation is maintenance of equipment and training of personnel to adequately respond to emergencies; Fire Prevention - fire inspections of both public and private buildings to ensure compliance with all safety requirements of laws and regulations; Emergency Medical Assistance - staffing, training, and materials for the delivery of quality emergency medical care.

### FY2017 Objectives

- Seek funding for additional firefighters through a Federal grant program.
- Complete state certification of Winchester's Emergency Medical Services Zone Plan.
- Continue to seek state and federal monies, as well as training resources, to enhance the operation of the fire department and the safety of the public.
- Streamline and refine training program for Paramedics and EMT's to ensure compliance with both national and state standards.
- Continue advocacy for replacement of obsolete and worn department vehicles.
- Continue advocacy for renovation and expansion of West Side Fire Station.

### Prior Year's Accomplishments

- Completed phase 3 implementation of an improved firefighter safety program through acquisition of firefighter turnout gear (Federal grant funded).
- Enhanced the use of the community-wide emergency notification system known as *Winchester Aware*.
- Continued Firefighter Rapid Intervention Team and Firefighter Survival training to improve safety of firefighters working in dangerous atmospheres and environments.
- Updated Fire Reporting System software.
- Completed transition of Paramedics and EMT's from state registration to national registration and certification.

## External Funding Sources

The fire department has been the recipient of several grants from a variety of sources since FY'00. These grants are not guaranteed on an annual basis and are in some cases highly competitive. Monies received from these sources have reduced the town's budgetary burden for services or equipment that is necessary for the operation of the department. Since the department has become highly reliant upon these recurring funding sources, any loss of these funds would have a significant impact on future capital and operating budgets.

### **SAFE Grant**

**\$ 8,018**

### **Educational Materials**

The Student Awareness Fire Education (SAFE) Grant is received annually to assist in the funding of educational programs for the public, particularly those for school aged and senior citizens.

### **Public Health Grant**

**\$ 3,500**

### **Decontamination Unit**

Massachusetts DPH annually reimburses the town for training, performance, and participation with a mobile Mass Decontamination Unit.

### **Emergency Planning Grant 1**

**\$4,960**

### **Computer Equipment**

Federal Emergency Management Agency provided this emergency management grant to improve infrastructure of communication systems. This grant was used to install fiber optic links for police and fire radio systems.

### **Emergency Planning Grant 2**

**\$4,960**

### **Community Notification System**

Federal Emergency Management Agency provided this grant used to offset the contractual cost for the Town's community notification system (Winchester Aware).

## SEALER OF WEIGHTS AND MEASURERS

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	6,550	7,582	7,401	7,401	0
Other Expenses	1,447	2,022	2,022	2,022	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>7,998</b>	<b>9,604</b>	<b>9,423</b>	<b>9,423</b>	<b>0</b>
<b>STAFFING</b>					
Managerial					
Clerical					
Professional/Technical					
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Program Description

The purpose of this department is to certify and approval all of the Town's weighing and measuring systems as required under state law. The majority of the work is with scales and gas station meters checking for their accuracy. Oil trucks are also checked periodically and annually.

### FY2017 Objectives

- Certify new five-gallon test measure devise certified at state lab.
- Continue to perform re-weights on grocery store products.
- Obtain state assistance in price checking & scanner accuracy.
- Certify (2) 25 # test weights at state lab.

### Prior Year's Accomplishments

- Collected \$2,061 in fees.
- Had to certify new front end scales at Stop & Shop.
- Purchased new re-weight cart for use in stores.
- Attended MWMA Annual Meeting and received new training.

### Statistics

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Sealed Devices	154	163	130	147
Consumer Savings	\$1,429	\$2,163	\$10,725	\$2,120
Merchant Savings	0	\$1,053	\$1,106	\$165

**DEPARTMENT OF PUBLIC WORKS (DPW)**

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	3,628,807	3,789,559	3,898,624	3,898,624	0
Other Expenses	1,986,424	2,016,440	2,071,840	2,071,840	0
Equipment	91,046	19,500	19,500	19,500	0
<b>TOTAL</b>	<b>5,706,277</b>	<b>5,825,499</b>	<b>5,989,964</b>	<b>5,989,964</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	4	4	4	4	
Clerical	2.4	2.4	2.4	2.4	
Public Works	24	22	22	22	
Professional/Technical	7	8	8	8	
Custodians - School	24	25	25	25	
Custodians - Public Works	1	1	1	1	
<b>TOTAL</b>	<b>62.4</b>	<b>62.4</b>	<b>62.4</b>	<b>62.4</b>	<b>0</b>

**Mission Statement**

The mission of the Department of Public Works is to maintain and improve public health and safety for the citizens of Winchester through the maintenance, repair and improvement of the Town’s infrastructure including municipal and school buildings, streets and sidewalks, parks, water and sewer systems, fleet maintenance and refuse disposal. The sub-programs that provide these services include Administration, Maintenance, Buildings, Garage, Transfer Station, Cemetery and Snow and Ice. The Water and Sewer is budgeted separately as a self-supporting enterprise.

## DPW - ADMINISTRATION

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	319,034	321,465	330,528	330,528	0
Other Expenses	14,696	20,600	20,600	20,600	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>333,730</b>	<b>342,065</b>	<b>351,128</b>	<b>351,128</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	2	2	2	2	
Clerical	2	2	2	2	
Professional/Technical					
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>0</b>

### Program Description

This sub-program of the Public Works budget is responsible for developing and monitoring departmental operating and capital budgets as well as the Town's Energy budget. This sub-program provides support for all DPW divisions including the preparation of payroll, accounts payable and receivable, and preparation of specifications and bid documents for contract administration for school and municipal buildings.

### FY2017 Objectives

- Work with local volunteer groups and vendors to continue to make recycling efforts more user friendly at the Transfer Station.
- Procure and implement cost-effective recycling contract for FY17.
- Negotiate new electricity procurement to achieve lower, all-inclusive fixed rates for all town buildings starting January 2017.
- Continue to review operational expenses for opportunities to achieve reduction in expenses.
- Continue to evaluate new options for energy tracking software to monitor accurate energy consumption and statistics on all Town buildings.

### Prior Year's Accomplishments

- Worked with Energy Conservation Coordinator on successful completion of Phase II of the conversion of Town-owned, decorative lighting to LED fixtures.
- Worked with the Energy Conservation Coordinator to implement the Town's 4th Green Communities Grant in the amount of \$115,000 toward the conversion of LED lights at Town Hall/Library and Jenks parking lots, Library Energy Management system and town's first electric vehicle.
- Via Massachusetts DOER grant, installed the Town's first electric vehicle charger in Town Hall/Library parking lot for two department vehicles and public use as well.
- Successfully implemented the second year of SMART Pilot program at the Transfer Station for 530 residents for CY 2015.

## DPW - MAINTENANCE

PROGRAM COSTS	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
Personal Services	882,671	951,448	974,000	974,000	0
Other Expenses	331,945	357,767	357,767	357,767	0
Equipment	18,271	19,500	19,500	19,500	0
<b>TOTAL</b>	<b>1,232,887</b>	<b>1,328,715</b>	<b>1,351,267</b>	<b>1,351,267</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	1	1	1	1	
Professional/Technical	1	1	1	1	
Public Work	13	13	13	13	
<b>TOTAL</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>0</b>

### Program Description

This is the largest (non-Water & Sewer) component of the DPW and annually maintains 98 miles of streets and all municipal and school grounds, including roadway maintenance, repair, surfacing and sidewalk repair. In addition, it includes (1) roadway cleaning, litter control, dead animal pick-up, and accident cleanup; (2) traffic control including line and crosswalk painting, street sign construction, repair and installations, and traffic signal repair; (3) arbor maintenance including street tree removal and trimming, insect control, storm cleanup, and Christmas tree light setup; (4) horticulture including tractor and hand mowing, pruning and planting, fertilizing, insect and litter control, and irrigation system maintenance; (5) play field including rolling and leveling, fence and barrier maintenance, bleacher assembly and disassembly and repair; (6) ground maintenance of parks and around Town Hall and Library; and (7) major maintenance of school grounds.

### FY2017 Objectives

- Continue street paving program.
- Continue sidewalk repair program including ADA issues.
- Continue flood-related projects including clean-up of Aberjona River.
- Continue tree planting program.
- Continue to expand new street signs program.
- Continue the ongoing effort to improve maintenance of open space and recreational areas.
- Continue to review cost-saving measures in the Department.

### Prior Year's Accomplishments

- With Chapter 90 funds, contractor hired to resurface North Main Street from Swanton Street to Cross Street, Stowell Road and Ridge Street from Johnson Road to Olde High Street.
- New sidewalk construction and 20 ADA ramps.
- Completed sidewalk repairs on Swanton Street and Ridge Street.
- Installed new sod at Lincoln School.
- Planted 45 new trees in town as part of the Street Tree program.
- Added one new Big-Belly Compactors at Laraway Road for a total of 10 units in the Town Center.

### Statistics

	FY2012	FY2013	FY2014	FY2015
Roadway Resurfacing	9 streets	9 streets	8 streets	3 streets
Park/Playground Maintenance	51 acres	51 acres	51 acres	51 acres
Sidewalks Repaired	1400 feet	1700 feet	1300 feet	1200 feet
ADA Ramps Installed	27 each	12 each	8 each	20 each

## DPW - BUILDINGS

PROGRAM COSTS	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
Personal Services	1,712,963	1,775,755	1,839,153	1,839,153	0
Other Expenses	561,444	595,293	641,293	641,293	0
Equipment	72,775	0	0	0	0
<b>TOTAL</b>	<b>2,347,182</b>	<b>2,371,048</b>	<b>2,480,446</b>	<b>2,480,446</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	1	1	1	1	
Public Works	1	1	1	1	
Professional/Technical	4	4	4	4	
Custodians - School	25	25	25	25	
Custodians - Public Works	1	1	1	1	
<b>TOTAL</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>0</b>

### Program Description

This division is responsible for the maintenance and repair of all school and municipal buildings and for custodial services at all schools and most municipal buildings.

### FY2017 Objectives

- Continue to evolve work order system and integrate it with capital asset planning software to develop the best possible strategy for maintaining Winchester's public buildings.
- Convert exterior lighting on school grounds to more efficient LED lighting.
- Focus some operations resources on improvements to Town Hall including painting, air quality, exterior stairs and pedestrian access.
- Make improvements to aged heating system at Parkhurst to reduce energy consumption without major capital investments.

### Prior Year's Accomplishments

- Buildings Department fared better than many of the neighboring communities during record cold and snowy winter with very minimal damage to the buildings and nominal interruption of services to the community.
- Assisted in first phase of the High School renovation project with cleaning and repair items, in addition to other services not covered by the contractor. Assisted in repairing damaged mechanical/electrical systems, moving and salvage projects, general project guidance and final cleaning.
- Due to WHS construction, activities were relocated to other Town buildings which required a constant presence in the buildings for additional community use and access during usual opening of schools with a high level of safety and cleanliness.
- Implemented conversion of interior fluorescent lighting in Town Hall to LED.
- The Town's FacilityDude work order systems continued to gain utilization and is on a path to deliver critical data for budgeting purposes as well as the accountability factor.
- Worked with senior administration to obtain funding on several major emergency operations projects (McCall Hot Water heater and Town Hall ADA Lift replacement) without causing serious interruption to town services.

### Statistics

Maintenance of 1,055,953 square feet of public buildings.



## DPW - GARAGE

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	184,187	191,867	192,225	192,225	0
Other Expenses	206,018	197,050	212,250	212,250	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>390,205</b>	<b>388,917</b>	<b>404,475</b>	<b>404,475</b>	<b>0</b>
<b>STAFFING</b>					
Public Works	3	2	2	2	
Professional/Technical	1	1	1	1	
<b>TOTAL</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>

### Program Description

The Garage maintains over 120 vehicles and/or equipment in the DPW fleet, police cruisers, and Town vehicles in other departments. In addition, the Garage is responsible for maintain the mechanical equipment at the Transfer Station.

### FY2017 Objectives

- Update fleet of Public Works vehicles - three in Water/Sewer department, two in building/grounds and one highway salter truck.
- Continue to work with operators to achieve optimum maintenance on machines, i.e. greasing and cleaning, for increasing longevity.
- Continue to maintain Transfer Station conveyer belt.
- Continue to keep mechanics up to date with diagnostic tools, training, etc.

### Prior Year's Accomplishments

- Procured a new tractor including warranty for the Transfer Station.
- Maintained transfer station conveyor belt.

### Statistics

	<b>Vehicle</b>	<b>Construction Equipment</b>
DPW	12	66
Water/Sewer	10	14
Police	18	
Board of Health	1	
Engineering	1	
Building	1	

## DPW – TRANSFER STATION

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	397,954	428,524	429,328	429,328	0
Other Expenses	776,899	733,980	728,980	728,980	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>1,174,853</b>	<b>1,162,504</b>	<b>1,158,308</b>	<b>1,158,308</b>	<b>0</b>
<b>STAFFING</b>					
Professional/Technical	1	1	1	1	
Public Works	5	5	5	5	
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>0</b>

### Program Description

The primary purpose of this program is to provide the most economical and convenient way to dispose of trash and to recycle items to secondary markets. Recycling results in savings by reducing the amount of material requiring incineration. The Transfer Station, located of Swanton Street, receives refuse from commercial haulers, local businesses, residents and landscapers. There are three components to the operation: operating the refuse collection building and hauling refuse to the Wheelabrator North Andover Incinerator; recycling waste ban items as well as supervising the swap shop area, clothing and book collection areas; and managing the yard waste and composting areas producing marketable wood chips and screen or unscreened compost.

### FY2017 Objectives

- Received approval to continue the SMART Pilot Program that began on January 1, 2014 for a third year with a maximum of 700 families participating. This will be an increase from 471 families in 2014 and 530 families in 2015. The 2016 permit fee for this program will be \$55, an increase of \$5 over the \$50 fee the past two years. SMART trash bags will remain \$10 per sleeve of (10) 16-gallon bags and \$20 for a sleeve of (10) 33-gallon bags. The collection center for the SMART program will be located behind the old incinerator building. A DPW open top container is there to receive the SMART bags. A Casella recycling compactor is also at that location for single stream recycling.
- Continue to improve the recycling rates by getting residents and commercial haulers to recycle more. The SMART program has helped to spread out the residents wishing to recycle and better utilizes the four recycling compactors on Saturdays.
- Continue to compost and trommel screen the fall leaves from the past few years and make a good screened compost soil for residents and DPW use. Spring/summer yard waste will continue to be removed as excess to another commercial compost site. Continue to collect brush to be tub-ground by hired contractors into marketable chips.
- Continue to have special collection events to recycle #4 and #6 Styrofoam on 3-4 Saturdays during the year.

### Prior Year's Accomplishments

- This year we signed a new five-year Municipal Solid Waste contract with Covanta Haverhill. It will give us a substantial savings on tipping fees over the life of the contract.
- Trash Tonnages continue to remain stable under 9000 ton range for the past three years.
- Single Stream Recycling continues to stay in the 1700 ton range for the past three years. Most of the schools have recycling dumpsters located on school grounds. Only a few municipal/school locations are still having recycling picked up by DPW employees due to lack of space for a Casella recycling dumpster.

- We have had a good response to the pilot #4 and #6 Styrofoam collections this year.
- With electronics tipping fees increasing we have switched to METech Recycling after looking at 3-4 other companies that had substantially raised fees this year.

**Statistics**

	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>
Recycle Tonnage	1575	1737*	1744	1753
Compost Tonnage	2370	2554	2007	2331
Solid Waste Tonnage	9389	8784	8760	8747**

\*\*Solid Waste Tonnage remained at the lowest amount in over 25 years again this year.

## DPW - CEMETERY

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	131,997	120,500	133,390	133,390	0
Other Expenses	95,423	111,750	110,950	110,950	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>227,421</b>	<b>232,250</b>	<b>244,340</b>	<b>244,340</b>	<b>0</b>
<b>STAFFING</b>					
Clerical	0.4	0.4	0.4	0.4	
Professional/Technical	1	1	1	1	
<b>TOTAL</b>	<b>1.4</b>	<b>1.4</b>	<b>1.4</b>	<b>1.4</b>	<b>0</b>

### Program Description

Wildwood Cemetery is a municipal cemetery owned by the town, located off Palmer Street. The cemetery is managed and operated by the Department of Public Works. A five-member Cemetery Advisory Committee advises the Board of Selectmen on policy matters relating to the operation and development of the facility. Wildwood Cemetery was conceived and artistically designed as a “rural garden cemetery” for the benefit of Winchester citizens.

### FY2017 Objectives

- Finalize Pavement on Willow Avenue Sidewalk, install irrigation and mark-out graves.
- Continue maintenance of cemetery trees, including pruning.
- Make Office Building improvements.
- Continue updating street and pathway signage.
- Sell more niches and make site improvements in Dell area.

### Prior Year’s Accomplishments

- Hired Groundmasters Landscaping for lawn maintenance and leaf removal.
- Installed new 72-Niche Columbaria Wall in Dell area.
- Installed 65 headstone and flat marker foundations.
- Expanded Saraco Way headstone full burial grave area (Lot 6072) by 131 double- deep graves.
- Raised all fees for lot values, openings, and services at the Cemetery.
- Worked with the Board of Selectmen and Town Manager’s Office to incorporate a new lot value/permanent care split for the next 3 fiscal years for the sale of graves.
- Extended the Cemetery Office hours and added Monday.

### Statistics

	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>
Interments	120	129	131	165
Sites Purchased	40	50	68	64
Total Income	\$291,870	\$341,605	\$280,020	\$360,538

## DPW – SNOW AND ICE

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	358,191	123,300	123,300	123,300	0
Other Expenses	476,523	251,700	251,700	251,700	0
Equipment	8,309	25,000	25,000	25,000	0
<b>TOTAL</b>	<b>843,023</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>0</b>
<b>STAFFING</b>					
Managerial					
Clerical					
Professional/Technical					
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Program Description

The function of this program is to maintain roads, streets and sidewalks during snow and ice season and to provide for safe traveling environment to residents and visitors of Winchester. The Snow and Ice budget covers the overtime cost as well as the cost of supplies and materials and equipment repair and rental associated with the removal of snow and ice from the Town's streets and sidewalks.

### FY2017 Objectives

- Exploring options for installation GPS (global positioning service) units on salter vehicles to monitor locations to maximize efficiency of snow and ice operations.
- Continue to maintain improved response time during icing conditions.
- Continue evaluation of routes and resources to appropriately service all routes.
- Continue to maintain safe roadways for general public and safety vehicles.
- Implement seven-year program to replace 35-year-old plow blades with new power angle plows for improved plowing operations.

### Prior Year's Accomplishments

- Maintained roads, sidewalks and school grounds during a record-breaking winter that produced 99 inches of snow and coldest winter on record.
- The DPW performed five (5) full-scale operations and 19 sand and salt operations for a total of 24 events.
- The DPW performed two nights of snow removal in the downtown area.

### STATISTICS

	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>
Plowable Storms	5	4	9	5
Snowfall	16"	70.5"	67"	99"
Road Salt	800 tons	2,600 tons	3,302 tons	3263 tons
Road Sand	385 tons	439 tons	433 tons	301 tons
Sand & Salt Incidents	5	26	26	19

## **EDUCATION**

Central Office/System Services  
Senior High School  
McCall Middle School  
Ambrose Elementary  
Lincoln Elementary  
Lynch Elementary  
Muraco Elementary  
Vinson Owen Elementary  
Special Education  
Pupil Services  
Technology  
Athletics  
Vocation Education

**WINCHESTER PUBLIC SCHOOLS  
OFFICE OF THE SUPERINTENDENT OF SCHOOLS**

January 12, 2016

TO: Mr. Richard Howard  
Town Manager

I am pleased to present the proposed Winchester Public Schools' FY17 Budget to the School Committee for review and consideration. The Fy17 proposed budget of \$45,330,000 represents an increase of \$2,124,363 over FY16, or 4.92%.

The proposed FY17 budget includes the following:

- Contractual step/lane changes for employees in collective bargaining units
- Projected FY17 contract settlements for collective bargaining agreements due to expire in June 2016 and projected increases for non-union employees
- Anticipated retirement and other personnel savings
- Provisions for anticipated and known cost increases in special education out-of-district tuition, transportation and services.
- A net increase of 4.7 full-time equivalent (FTE) staff members (special education, counseling, and clerical)
- Provisions for technology replacement, athletics support, curriculum review/revision, and a student information system update.

**Budget Development Process and Timeline**

The process of initial budget development is driven by consideration of several important factors:

- Projected enrollment-related costs (staffing and materials)
- Projected fixed costs (including employment contract settlements and transportation costs)
- Projected specialized costs (special education staffing and in and out-of-district costs, English Language Learner staffing/materials, and staffing/programs for at-risk students)
- Projected one-time costs (textbook replacement, technology initiatives, professional development)
- Proposed PreK-12 program improvement (technology replacement, staffing and materials costs for curriculum/program enhancement, and athletics/co-curricular programs)
- Individual school and district improvement goals.

As we develop the FY17 budget, we focus on providing high-quality educational programs and services in a cost-effective and efficient manner. To that end, initial budget development first addresses the known costs for level services and the potential increases necessary in several key budget areas (contract settlements, special education, enrollment-based staffing increases). Next, we consider improvement goals and action plans and the related budget impact, both in the short and long-term. Finally, we consider school and district improvement that may not be feasible as part of short-term budget planning, but that may be considered in future budget years.

**The Budget Development Timeline**

- Summer 2015: School committee members and district leadership met to identify priority areas for district goals and improvement.
- September 2015: District goals discussed and approved.
- October 2015: Long and short-term enrollment projections developed. Core classroom section targets established.
- November/December 2015: Budget Advisory group established and met to review process and needs.

FY17 Budget Priorities were identified. Program improvement needs were reviewed.

## **District Goals and Improvement Plan for 2015-2016**

The plan supports both district and individual school improvement and enables us to focus on key areas of need. It also supports appropriate budget development, effective professional development, and efficient technology planning. Please note that many of the goals and action steps in this plan will continue beyond the current school year and that goals three and four are continuation goals from 2014-2015. (The full plan, including action steps and measureable outcomes, is available on the WPS website at [winchesterps.org](http://winchesterps.org).)

### **I. Build a strong and effective system of supports and interventions to ensure that all students' social-emotional and mental health needs are met.**

This first goal focuses on ensuring that the district will purposely develop and sustain systems that support students' emotional needs. This goal was developed in response to evidence of increasing numbers of students who have experienced challenges related to stress, anxiety, depression, and other mental health issues. By strengthening supports and interventions, the district can ensure that students have both academic and emotional needs met so that they can make effective progress in meeting learning goals. In addition to interventions and supports, our core mission includes teaching all students about life balance and supporting their ability to make healthy choices that lead to social/emotional wellness.

### **II. Review the district's PreK-12 standards-based curriculum and instructional practices to support continued high levels of student growth and achievement.**

This second goal focuses on defining more specifically what students should know and be able to do and identifies best practices in instruction that will support high levels of growth and achievement. Curriculum mapping provides a framework for teachers, students, and parents to define learning expectations, identify resources, integrate technology, and build stronger assessments. Intensive review of each core content area over a multi-year period will enable us to identify strengths and needs, advocate for resources, and adjust teaching practices.

### **III. Continue to review and revise the educator evaluation process and professional development plan to ensure effective support for continuous educator growth and improvement.**

Each teacher and administrator in the district is evaluated annually as part of a new state-developed process that is designed to promote professional growth. This process gives educators specific feedback on standards related to planning, instruction, professional responsibilities, and parent/community relations. We will continue work this year to ensure that the process is fair, consistent, and supports continued improvement. The evaluation process this year will be expanded to include student feedback to teachers and teacher feedback to principals.

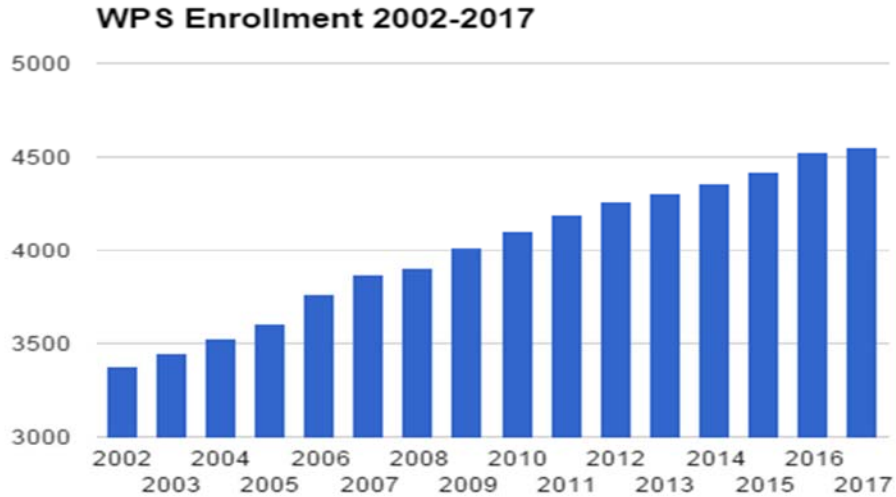
### **IV. Continue to review, revise, and implement the district technology plan to ensure that technology is up-to-date and used effectively to support teaching and learning.**

Generous community support from the Winchester Foundation for Educational Excellence (WFEE), the Cummings Foundation, and others has resulted in a dramatic improvement in technology infrastructure, hardware, and software. District and school infrastructure is now in place to support a wide variety of mobile devices and many teachers have written classroom technology grants and are eagerly using their new tools to inspire students and support their learning. Support for our Bring Your Own Device Pilot, continued teacher training, and acquisition of student devices is the focus on this year's technology plan.



## Enrollment: 2002-2017

Our schools have seen a dramatic increase in enrollment since 2001-2002, when our in-district school students totaled 3,378. In 2015-2016, our enrollment is 4,527, an increase of 1,149 students (34%). This dramatic increase in enrollment has required the addition of new classroom teachers to accommodate the additional students and has also placed a strain on our school facilities. We are at or over capacity for core classroom spaces at grades K-8.



In 2016-2017, K-5 enrollment is projected to remain stable at 2,181. We plan to staff 111 K-5 core classrooms in FY17, which remains unchanged from the FY16 budget. Grade 6-8 enrollment is projected to increase by 37 students to 1,143 in FY17. However, two core classroom teachers were added in FY16 in anticipation of this increase and no further staffing increases are planned. At Winchester High School, the grade 9-12 enrollment is projected to decrease by 7 to 1,216. No new core teaching positions are planned at WHS for FY17. Class sizes remain, on average, within school committee targets and below contractual limits.

**2016-17 Projected Core Classrooms: Grades K-5**

	<b>Ambrose</b>	<b>Lincoln</b>	<b>Lynch</b>	<b>Muraco</b>	<b>Vinson-Owen</b>	<b>Totals</b>
<b>Kindergarten</b>	70	60	75	60	60	325
	<b>4</b>	<b>3</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>17</b>
# sections	18	20	19	20	20	19
Class size						
<b>Grade 1</b>	75	66	86	65	67	359
	<b>4</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>18</b>
# sections	19	22	22	17	22	20
Class size						
<b>Grade 2</b>	79	74	79	65	62	359
	<b>4</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>18</b>
# sections	20	19	20	22	21	20
Class size						
<b>Grade 3</b>	70	73	83	66	84	376
	<b>4</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>4</b>	<b>19</b>
# sections	18	19	21	22	21	20
Class size						
<b>Grade 4</b>	83	57	78	77	78	373
	<b>4</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>19</b>
# sections	21	18	19	19	20	20
Class size						
<b>Grade 5</b>	80	75	72	76	73	376
	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>20</b>
# sections	20	19	19	19	18	19
Class size						
<b>Totals</b>	457	405	473	409	424	2171
	<b>24</b>	<b>21</b>	<b>24</b>	<b>21</b>	<b>21</b>	<b>111</b>
# sections	19	19	20	20	20	19
Class size						

**FY17 Budget Initiatives**

**Summary of Personnel Changes**

- New K-12 co-teachers: Net 2.5 FTE increase
- K-5 Speech: .2 FTE increase
- Adjustment counselor; Board-Certified Behavior Analyst : Net 1.0 FTE increase
- Central Office Administrative Assistant: Net 1.0 FTE increase (to centralize building rental use and assist with transportation)

## Special Education Program Improvement

Expansion of the district co-teaching model will require between two (2) and three (3) FTEs for special education teachers to work in partnership with regular education teachers in our classrooms. (\$141,005 after some personnel shifts). Additional speech/language support is needed at the elementary level (\$11,280)

## Support for Students' Social-Emotional Needs

School and district goals have set the support of students' social-emotional needs as a priority for FY17. We plan to add one school adjustment counselor and one board-certified behavior analyst (BCBA) to the FY17 budget. (\$56,402 net cost after some personnel shifts)

## Administrative Support

Building use requests are currently handled at individual school sites, which is inefficient and time-consuming. Additionally, transportation, payroll, and accounts payable functions are under-staffed. Hiring an additional support person who is partially funded by building use fees would help to streamline operations, improve communication, and ensure more timely and accurate processing. (Net \$30,000)

## Non-Personnel Increases

### Summary

#### Non-Personnel Adjustments

Special Education Services	\$ 191,049	0.44%
Technology Replacement	120,000	0.28%
Supplies/materials	12,044	0.03%
Athletics	40,000	0.09%
Curriculum Review	50,000	0.12%
Student Information System	50,000	0.12%
	<hr/>	
	\$ 463,093	1.08%

## Special Education Services

The categories of projected and known increases for special education are:

- Out-of-district tuition increases (\$37,418)
- Transportation, in and out-of-district increases (\$127,355)
- Contracted services (\$26,276)

## Technology Replacement and Expansion of Bring-Your-Own-Device (BYOD)

The district has been fortunate to have had an influx of technology through WFEE's PowerED Up! However, current district funding to ensure the new technology is maintained, supported, and replaced is insufficient. This request begins a planned multi-year funding replacement source for switches, servers, wireless access points, projectors, servers, specialized labs, and staff devices. In addition, expansion of BYOD at the middle school level will require purchase of some in-classroom devices for students who may not have access to their own devices or who choose to opt out of BYOD. (\$120,000)

## **Supplies and Materials Increase**

While most building expense budgets remain level with the FY16 budget, a slight increase of \$12,044 has been requested to support instructional materials and supplies.

## **Athletics**

The budget for athletics for FY16 included \$40,000 funded by the Winchester Sports Foundation. The FY17 budget shifts this responsibility to the school department, ensuring that athletic fees, gate receipts, and town appropriation can fund the full costs of the athletic program.

## **Curriculum Review/Revision**

The district is undertaking comprehensive curriculum reviews for guidance/health and English/language arts. Part of this effort is the development of aligned curriculum units and maps. The required funding will support payment to teachers and directors for this planned summer 2016 work and acquisition of some materials. (\$50,000)

## **Student Information System (SIS) Conversion**

Our current student information system does not support web-based access or integration of student demographic, grading, IEP, and assessment data. The parent portal of our current SIS is also in need of improvement. We have been investigating options for a move to another system for the past year and plan to begin a conversion to a new SIS for FY17 (\$50,000).

## **Unfunded Initiatives Planned for FY18-20**

### **Foreign Language (FL) Program Improvement (grades 6-8): FY18**

Studies about best practices in foreign language study are clear that beginning a language as early as possible enhances students' mastery of that language. WPS students currently begin FL in grade 7, where their peers in other districts often begin study in grade 5 or 6. As part of a curriculum review, we would propose studying the budget impact on staffing, materials, and curriculum revision of a movement to beginning FL in grade 6. In addition, the district does not currently offer a non-western language as part of the FL program. We would propose considering add a non-western language in FY18. The budget implications of an additional language (staffing, materials, professional development) would carry over into subsequent years as more sections and materials are required.

### **Full-Day Kindergarten (FDK): FY18-19**

The district currently offers a tuition-based kindergarten program that runs for three full days and two half-days and a free half-day kindergarten program. Studies have shown that full-day kindergarten may provide students with academic and social advantages. The full cost of FDK is high in the first year of implementation, but is reduced in year two and beyond as state aid increases. We would like to propose transitioning to either tuition-based or free FDK in FY18 or FY19.

### **Instructional Coaches (IC): FY18-19**

An IC is a master teacher who provides support for educators in a number of ways. The IC provides on-site, on-demand professional development, models lessons, coordinates curriculum and assessment, and works collaboratively with school and district personnel to share resources and ensure equitable access to high-quality education for all students. The addition of ICs at the elementary and middle levels is a very effective tool for improvement. In FY18-19 we would like to begin to provide an IC at each elementary school, with two-three at the middle school.

**Curriculum Review: FY18-20**

The district will undertake curriculum reviews in mathematics, science/technology, social studies, and allied arts in the next 2-3 years. Recommendations from the reviews may result in budget needs in staffing, materials, and professional development.

**Next Steps in FY17 Budget Development**

- Public hearing on FY17 Proposed Budget and School committee vote: 1/26/16
- Continued monitoring of enrollment and special education costs
- Collective bargaining with represented employee groups
- Budget advisory group meetings
- School committee budget discussions
- Annual town meeting: April/May 2016

Respectfully submitted,  
Judith A. Evans  
Superintendent of Schools

## CENTRAL OFFICE

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	2,098,398	2,296,248	2,395,776	0	0
Other Expenses	829,581	785,939	848,939	0	0
Equipment	2,676	0	0	0	0
<b>TOTAL</b>	<b>2,930,655</b>	<b>3,082,187</b>	<b>3,244,715</b>	<b>0</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	4.00	4.00	4.00		
Clerical	6.00	6.00	7.00		
Directors/Coordinators	6.40	6.40	6.40		
School Resource Officer	0.00	0.00	0.00		
Librarian	0.00	0.00	0.00		
<b>TOTAL</b>	<b>16.40</b>	<b>16.40</b>	<b>17.40</b>	<b>0.00</b>	<b>0.00</b>

### Program Description

Central Office houses the following School Department Administration: Superintendent, Assistant Superintendent for Curriculum and Instruction, Business Operations Office, Human Resources and Directors/Coordinators for regular education.

### FY2017 Objectives

- Provide staff development that focuses on strategies that increase student engagement in academic work and on strategies that provided differentiated instruction options within classrooms
- Continue to explore alternative scheduling options that increase staff collaboration in all schools
- Continue to implement tech plan under the PowerEd UP
- Continue to expand co-teaching model throughout the district

### Prior Year Accomplishments

- Expanded co-teach model at elementary and high school levels
- Continued to provide staff development that focuses on strategies that increase student engagement in academic work and on strategies that provided differentiated instruction options within classrooms

## SENIOR HIGH SCHOOL

PROGRAM COSTS	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
Personal Services	6,159,891	6,468,446	6,600,599	0	0
Other Expenses	260,953	313,032	309,107	0	0
Equipment	15,058	10,005	13,930	0	0
<b>TOTAL</b>	<b>6,435,902</b>	<b>6,791,483</b>	<b>6,923,636</b>	<b>0</b>	<b>0</b>
<b>STAFFING</b>					
Principal/Assistant	3.00	3.00	3.00		
Teachers	73.40	72.50	72.50		
ELL Instructor	1.00	1.00	1.00		
Librarian	1.00	1.00	1.00		
Aides	1.00	1.00	1.00		
Clerical	7.54	7.54	7.54		
<b>TOTAL</b>	<b>86.94</b>	<b>86.04</b>	<b>86.04</b>	<b>0.00</b>	<b>0.00</b>

### Principal Budget Message

Winchester High School is a comprehensive high school serving 1240 students in Grades nine to twelve exploratory areas of instruction include: Technology/Engineering, Computer Education, Art, Music, and Wellness (Physical Education/Health and Family and Consumer Science). Currently, community members, students and staff are enjoying use of our spectacular new Dining Commons, Learning Commons, Administrative wings and Music areas (Auditorium is also nearing completion). The current phase of the construction involves the Athletic Complex, Innovation Lab areas and Science Labs which are scheduled for completion August/September 2016. The WHS community is looking forward to the final year of construction during the 2016-17 school with the last phase of construction including two main academic wings.

### FY2017 Objectives

- Strengthen the teaching and learning environment in the school with the continued implementation of the new state performance regulations for teacher evaluation.
- Expand the availability and innovative use of technology for teaching, learning and administration.
- Continue to plan for the last of the three year phased rebuild of Winchester High beginning in July 2016.
- Increase Communication to school community as well as entire town through use of regular communication including Monday Memo, Blog, Twitter and other methods of communication.
- Focus on support for Behavioral Health and students who need support with increased attention, staff support and collaboration with community based programming.

### Prior Year's Accomplishments

- Winchester High was named a named a Massachusetts Department of Secondary Education School of Level I (highest level of category).
- Winchester High School had 23 Commended and 9 Semi-Finalists as part of the National Merit Scholarship Award. The Commended students are in the top 5% of PSAT test takers and semi-finalists are in the top 16,000 of the over 1.5 million who take the PSATs.

<b>Grades</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>Total</b>
<b>FY16 Actual</b>	294	334	277	315	1220
<b>FY17 Projected</b>	324	287	328	277	1216

**Average Class Size per District Guidelines**

Grade 9	20-24
Grade 10	20-24
Grade 11	20-24
Grade 12	20-24



## McCALL MIDDLE SCHOOL

PROGRAM COSTS	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
Personal Services	5,326,223	5,574,535	5,746,029	0	0
Other Expenses	170,576	197,875	193,220	0	0
Equipment	5,071	2,331	12,050	0	0
<b>TOTAL</b>	<b>5,501,870</b>	<b>5,774,741</b>	<b>5,951,299</b>	<b>0</b>	<b>0</b>
<b>STAFFING</b>					
Principal/Assistant	3.00	3.00	3.00		
Teachers	63.80	65.00	65.00		
ELL Instructor	1.00	1.00	1.00		
Librarian	1.00	1.00	1.00		
Clerical	3.00	3.00	3.00		
<b>TOTAL</b>	<b>71.80</b>	<b>73.00</b>	<b>73.00</b>	<b>0.00</b>	<b>0.00</b>

### Principal Budget Message

McCall Middle School is a comprehensive middle school serving 1109 students in Grades 6-8. The projected enrollment for FY16 is 1145, which represents an increase in enrollment. Enrollment is projected to continue to increase at McCall for the next few years.

As McCall's enrollment continues to increase so too will our class sizes. We were fortunately able to hire an additional 2 content area teachers the previous school year, who will continue to be needed for years to come due to our continuing increased enrollment. At the present time there are 745 students in grades 7 & 8 and this number will be approximately the same for the next school year. Our current grade 6 enrollment is 363 and this number will increase to approximately 400 students the following year. At the present time we offer Spanish, Italian, and French to our grades 7 & 8 students. We are investigating the possibility of beginning foreign language in grade 6 the following year and introducing a non-western language as well.

### FY2017 Objectives

- **Curriculum and Instruction: Continue to close the achievement gap between our high needs subgroup and our aggregate.** The objective of this goal is to ensure that all students have support in order to reach or exceed proficiency targets.
- **School Climate: Continue to enhance and strengthen school climate and culture for staff and students.** The objective of this goal is to continue to promote a positive school climate.
- **Technology: Expand and improve the use of technology for teaching, learning, and communication in support of the district vision.** The objective of this goal is to ensure that the students and staff at McCall have access to educational technology that will enrich the teaching and learning environment.

### Prior Year's Accomplishments:

- Three key components combine to offer McCall students an outstanding middle school experience: the Core Program consisting of English, Foreign Language (French, Italian, and Spanish), Math, Science, and Social Studies; the Exploratory Program consisting of Art, Computer Education, Family & Health Science, Music, Physical Education, and Technology/Engineering; and the after-school Extracurricular Activities Program with over twenty activities.
- McCall students, staff, and parents/guardians supported the school's core values of respect for self and others and service to others with a series of programs and activities including fundraisers such as Pennies for Patients, Haven for Hunger Food Drive, Cradles to Crayons, Pumpkin Patch, Doing

Projects, Read Boston, Muscular Dystrophy, Walk for Hunger, Winchester’s Got Lunch, and our annual Call to Service Project for the entire school announced at our assembly to honor Dr. Martin Luther King, Jr. each January.

- Thanks to the district’s partnership with WFEE, we have been able to upgrade the entire infrastructure in our schools allowing McCall the opportunity to pilot a BYOD initiative. Two of our grade 6 teams piloted this program at the start of the current school year and we will plan on continuing this pilot with the rest of grade 6, 7, and 8 in the near future. Based upon feedback from students, staff, and parents this pilot has been an amazing success. Our teachers have received and will continue to receive training and professional development in integrating technology into their curriculum as we continue this initiative. The success of this initiative is due in large part to the support from the district and teachers’ willingness to work together to develop highly engaging and differentiated learning experiences for our students.

**FY16 Actual Enrollment**

<b>Grade</b>	<b>Students</b>	<b>Sections</b>	<b>Ratio</b>
<b>6</b>	363	16	22.69
<b>7</b>	380	16.8	22.62
<b>8</b>	362	16.6	21.81
<b>Total</b>	1105	49.4	22.37

**FY17 Projected Enrollment**

<b>Grade</b>	<b>Students</b>	<b>Teachers</b>	<b>Ratio</b>
<b>6</b>	398	16	24.88
<b>7</b>	366	16.6	22.05
<b>8</b>	380	16.8	22.62
<b>Total</b>	1144	49.4	23.16

**Average Class Size per District Guidelines**

Grade 6	20-24
Grade 7	20-24
Grade 8	20-24

## AMBROSE ELEMENTARY SCHOOL

PROGRAM COSTS	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
Personal Services	2,292,642	2,356,264	2,529,455	0	0
Other Expenses	73,951	71,200	70,359	0	0
Equipment	809	0	0	0	0
<b>TOTAL</b>	<b>2,367,402</b>	<b>2,427,464</b>	<b>2,599,814</b>	<b>0</b>	<b>0</b>
<b>STAFFING</b>					
Principal	1.50	1.50	1.50		
Teachers	28.07	29.29	29.29		
ELL Instructor	0.40	0.40	0.40		
Librarian	1.00	1.00	1.00		
Aides	1.00	1.00	1.00		
Clerical	1.00	1.00	1.00		
<b>TOTAL</b>	<b>32.97</b>	<b>34.19</b>	<b>34.19</b>	<b>0.00</b>	<b>0.00</b>

### Principal Budget Message

The Ambrose Elementary School currently serves 473 students in Grades K-5. The projected enrollment for the 2016-2017 school year is approximately 470 students.

### FY 2017 Objectives

- Focus on student growth and how that can best be achieved by collaboration both across the system and within our school.
- Provide a safe and supportive school environment that addresses the issues of bullying and social pragmatics. All students and adults need a place that is accepting and supportive in which they can learn. Social and emotional health and well-being is paramount to any and all learning.
- Support and value a schedule that allows for common planning time for teachers and support staff.
- Maintain the current Level 1 MCAS status and identify and devise ways in which to support student growth through authentic teaching which will then support a Level I MCAS status. The day-to-day teaching and learning is what will maintain a Level I status.
- To collaborate with all Ambrose staff to generate in-district technology grants that support new and exciting technology tools to enhance learning and growth.

### Prior Year's Accomplishments

- Classroom teachers continue to meet with their grade level counterparts across town to share, collaborate, and ensure consistency.
- Additional staff have written in-district technology grants that allow for additional tools and devices to be used in the classroom.
- The various committees that were established to support daily needs and allow for professional and student growth continue to remain intact and are thriving. The Social Curriculum Committee is collaborating with district-wide professional staff to best determine which direction the district can move in order to continue to support students' social and emotional learning needs. The Literacy Team presents to the staff on a bi-monthly basis with a specific focus on instructional strategies and practices to support and enhance reading comprehension. The IMT Team continues to enhance current safety practices and procedures.
- The monthly All-School meetings have a direct focus on a positive culture that supports each other and our outside community. The Student Council is leading our global connections with the Ambrose

Learning Center in India. Our focus of school unity continues with our daily practices of students' presentation of the Pledge Allegiance.

- The implementation of our annual Open House brings in many families allowing the home/school connection to begin right at the beginning of the school year.
- Ambrose received Level 1 status per the State of Massachusetts as a result of students MCAS performance.

**FY16 Actual Enrollment**

	<b>Students</b>	<b>Teachers</b>	<b>Average</b>
<b>Grade K</b>	67	4	16.75
<b>Grade 1</b>	79	4	19.75
<b>Grade 2</b>	70	3	23.33
<b>Grade 3</b>	83	4	20.75
<b>Grade 4</b>	80	4	20.00
<b>Grade 5</b>	90	4	22.50
<b>Total</b>	469	23	20.39

**FY17 Projected Enrollment**

	<b>Students</b>	<b>Teachers</b>	<b>Average</b>
<b>Grade K</b>	70	4	17.50
<b>Grade 1</b>	75	4	18.75
<b>Grade 2</b>	79	4	19.75
<b>Grade 3</b>	70	3	23.33
<b>Grade 4</b>	83	4	20.75
<b>Grade 5</b>	80	4	20.00
<b>Total</b>	457	23	19.87

Average Class Size per District Guidelines

Grade K-2	18-20
Grade 3-5	20-22

## LINCOLN ELEMENTARY SCHOOL

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	2,464,870	2,545,486	2,615,620	0	0
Other Expenses	35,040	64,340	62,542	0	0
Equipment	1,740	615	2,500	0	0
<b>TOTAL</b>	<b>2,501,650</b>	<b>2,610,441</b>	<b>2,680,662</b>	<b>0</b>	<b>0</b>
<b>STAFFING</b>					
Principal	1.50	1.50	1.50		
Teachers	27.34	27.34	27.34		
ELL Instructor	0.80	1.00	1.00		
Librarian	1.00	1.00	1.00		
Aides	1.00	1.00	1.00		
Clerical	1.00	1.00	1.00		
<b>TOTAL</b>	<b>32.64</b>	<b>32.84</b>	<b>32.84</b>	<b>0.00</b>	<b>0.00</b>

### Principal Budget Message

Lincoln School is a K-5 elementary school, which currently serves 400 students. We will monitor enrollment numbers throughout the year with the goal of low class sizes informing any future staffing adjustments.

### FY2017 Objectives

In alignment with the district goals, Lincoln School will:

- Increase the use of quantitative and qualitative data to drive and inform differentiated instruction and assessment in all classrooms in order to meet the needs of all learners.
- Expand the use of technology for instruction and communication through collaboration, coaching by the instructional technology specialist, and offering continuous professional development opportunities.
- Continue to build upon best teaching practices as it relates to our co-teaching model and additional structures to create flexible groupings in both literacy and math in various grade levels, in order to effectively differentiate instruction and meet the academic needs of all learners.
- Analyze survey results and continue to develop the social/emotional skills of children and adults through the use of the RULER Program.
- Continue to promote student participation in civic and charitable activities. This includes participation in clothing and food drives for charities, students visiting local nursing homes and retirement facilities and involvement in other types of philanthropic programs
- The Green Team will continue to build upon its successful efforts. The Student Green Team, made up of student representatives from grades 4 and 5, who under the guidance of a parent and staff volunteers, will continue to plan “Green Activities” for the Lincoln School. These activities will include working to increase greater participation of students walking to school; increase student and staff awareness with attention to proper recycling and reducing unnecessary waste; perform lunch trash audits; disseminate Green Team and Anti-Idling pledges; plant the bulbs for the Lincoln garden; present at the Lincoln School STEAM Night; host enrichment programs on energy conservation, pedestrian and bicycle safety; and continue to work collaboratively as a Safe Routes to School and Massachusetts Green Team member.

- Continue to cultivate the positive school culture that currently exists at Lincoln School. We will continue to meet regularly with our Spirit Committee to plan and implement school-wide events, as well as gather information and feedback on important initiatives and topics of interest from staff, students, and families.

### **Prior Year's Accomplishments**

- Academic Performance- Attainment of all achievement target goals as measured by 2015 MCAS scores for all grades and subjects tested.
- Collaboration -Use of grade level common planning meetings focused on curriculum, assessments, and child study issues.
- Civic and Charitable Initiatives Student participation in clothing, food, toy, and health product collections. Visits to local nursing/retirement homes.
- All staff and students continue to successfully implement the social/emotional learning program, RULER. This year Lincoln School will be administering a survey to students, staff and parents to gather feedback on effectiveness of the program and how to continue to improve social and emotional learning for all school community.
- The Lincoln School Green Team is made up of staff, parent volunteers, and our students who focus on bringing greater awareness of environmentally friendly practices to our school community. Some of the topics addressed by the team included sponsoring Walk to School Days and collaborating with the Safe Routes to School program; performing Lunch Trash Audits and sharing results with the community; the dissemination of Anti-Idling and Green Team pledges; hosting enrichment programs on energy conservation, pedestrian and bicycle safety, and Earth-friendly practices.
- Lincoln School has continued to build upon our positive school culture and school spirit initiatives. For instances, we are participating in Monthly All School Assemblies, created a school store whereby upper and lower grade students use their real life math skills to sell school items. (Students learn how to count money and make change.) We have also created school sweat shirts and T-shirts with school colors and a logo to wear throughout the school year. Ms. Clough has continued to host *Principal for The Day*, while adding additional opportunities for students - to three times a year, for both upper and lower grade students. Ms. Clough has also begun holding monthly grade level parent coffees. Ms. Clough started a blog that features many of the wonderful learning experiences and special events happening throughout the school year in grades K - 5.
- Lincoln staff has implemented a new report card this year as well as participated in professional development opportunities to learn and implement the new edition of the Everyday Math (EDM) Program.

### FY16 Actual Enrollment

	<b>Students</b>	<b>Teachers</b>	<b>Average</b>
<b>Grade K</b>	59	3	19.67
<b>Grade 1</b>	73	4	18.25
<b>Grade 2</b>	71	4	17.75
<b>Grade 3</b>	52	3	17.33
<b>Grade 4</b>	74	4	18.50
<b>Grade 5</b>	71	4	17.75
<b>Total</b>	400	22	18.18

### FY17 Projected Enrollment

	<b>Students</b>	<b>Teachers</b>	<b>Average</b>
<b>Grade K</b>	60	3	20.00
<b>Grade 1</b>	66	4	16.50
<b>Grade 2</b>	74	4	18.50
<b>Grade 3</b>	73	4	18.25
<b>Grade 4</b>	57	3	19.00
<b>Grade 5</b>	75	4	18.75
<b>Total</b>	405	22	18.41

### Average Class Size per District Guidelines

Grade K-2	18-20
Grade 3-5	20-22

## LYNCH ELEMENTARY SCHOOL

PROGRAM COSTS	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
Personal Services	2,549,050	2,619,224	2,728,876	0	0
Other Expenses	62,015	67,235	67,957	0	0
Equipment	2,354	2,000	2,000	0	0
<b>TOTAL</b>	<b>2,613,419</b>	<b>2,688,459</b>	<b>2,798,833</b>	<b>0</b>	<b>0</b>
<b>STAFFING</b>					
Principal	2.00	2.00	2.00		
Teachers	29.42	29.42	29.42		
ELL Instructor	2.40	2.60	2.60		
Librarian	1.00	1.00	1.00		
Aides	1.00	1.00	1.00		
Clerical	1.00	1.00	1.00		
<b>TOTAL</b>	<b>36.82</b>	<b>37.02</b>	<b>37.02</b>	<b>0.00</b>	<b>0.00</b>

### Principal Budget Message

Lynch is an active, diverse and welcoming community, currently serving 460 kindergarten through grade five. There is no request for additional personnel at this time. We are proud of our inclusive community and honored to offer Winchester's only pre-school program, several district wide learning centers as well as numerous c. As a faculty our goal is to challenge our students academically, while supporting their emotional needs in a healthy and safe environment. We strive for students to leave Lynch an eager life-long learner, respectful person and a good friend to others.

### FY2017 Objectives

- Expand co and tri-teacher model through all grades. The focus and goal is to be more flexible with small group instruction and meet the academic and emotional needs of all children. .
- Continue to use and refine student data to effectively differentiated instruction and successfully meet the needs of all Lynch students.
- Continue to implement technology and provide professional development to foster student learning and achievement.

### Prior Year's Accomplishments

- As a faculty we continue to collaborate on lessons, analyzing student data for effective instruction and concentration on the social and emotional needs of each student at weekly Collaborative Team Meetings. This includes a successful tri-teaching model currently in grade four.
- For the second year in a row we were recognized as a Commendation School for our "high achievement, high progress and/or narrowing proficiency gaps" by the DESE. The continued gains in our MCAS scores are a result of focusing on differentiated instruction, identifying student academic needs and providing extended learning opportunities for all of our students (with a heavy focus on those who may be at risk). We continue with our Level 1 State Accountability Status.
- We continue to foster an active and accepting school community. Yearly we host our popular Lynch International Festival in mid-March. Last years event had over 500 people attending to eat foods from around the world and watch performances from Lynch students, families and area multi-cultural artists. Another community highlight is our annual fifth grade versus faculty basketball game in mid-February. This night ranks as one of the moments that our students will remember for many years after. Our goal is to strengthen our students bond with not only our teachers, but the school as a whole.



**FY16 Actual Enrollment**

	<b>Students</b>	<b>Teachers</b>	<b>Average</b>
<b>Grade K</b>	85	4	21.25
<b>Grade 1</b>	71	4	17.75
<b>Grade 2</b>	83	4	20.75
<b>Grade 3</b>	76	4	19.00
<b>Grade 4</b>	72	3	24.00
<b>Grade 5</b>	73	4	18.25
<b>Total</b>	460	23	20.00

**FY17 Projected Enrollment**

	<b>Students</b>	<b>Teachers</b>	<b>Average</b>
<b>Grade K</b>	75	4	18.75
<b>Grade 1</b>	86	4	21.50
<b>Grade 2</b>	79	4	19.75
<b>Grade 3</b>	83	4	20.75
<b>Grade 4</b>	78	4	19.50
<b>Grade 5</b>	72	3	24.00
<b>Total</b>	473	23	20.57

**Average Class Size per District Guidelines**

Grade K-2	18-20
Grade 3-5	20-22

## MURACO ELEMENTARY SCHOOL

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	2,379,045	2,486,201	2,591,575	0	0
Other Expenses	47,873	61,607	62,953	0	0
Equipment	12,428	3,398	2,450	0	0
<b>TOTAL</b>	<b>2,439,346</b>	<b>2,551,206</b>	<b>2,656,978</b>	<b>0</b>	<b>0</b>
<b>STAFFING</b>					
Principal	1.50	1.50	1.50		
Teachers	26.44	26.04	26.04		
ELL Instructor	1.40	1.20	1.20		
Librarian	1.00	1.00	1.00		
Aides	1.00	1.00	1.00		
Clerical	1.00	1.00	1.00		
<b>TOTAL</b>	<b>32.34</b>	<b>31.74</b>	<b>31.74</b>	<b>0.00</b>	<b>0.00</b>

### Principal Budget Message

Muraco School serves a population of 408 students in grades K-5. The projected enrollment for FY17 is 409.

I am delighted to report that our fourth grade co teaching pilot last year was a success, and as a result, we expanded this model to include one section of second grade and two sections of fourth and fifth grade. General educators, special needs teachers, and reading specialists planned, designed, and implemented differentiated lessons to best meet their diverse group of learners, and the students are thriving in this setting. We are requesting an additional .5 FTE special needs teacher with the purpose of expanding the co teaching model.

In regards to supplies and materials, our plan continues to be to expand our leveled libraries in the classrooms and our shared book closet. We have many gaps in our collection, especially nonfiction text that ties to the curriculum. It is critical to the success of our students to have a variety of books at their level in all areas of the content.

We continue to budget for updates to our furniture in the library and art room. Additionally, we are planning to finish installing speakers in all classrooms, so that we can use the technology to its fullest capacity.

### FY2017 Objectives

- Embed the social/emotional curriculum, RULER, into instruction.
- Expand the co teaching model to another grade level.
- Continue to develop differentiated units/lessons according to students' readiness, interest, and learning profile.
- Continue to provide training and collaboration opportunities to meaningfully embed technology into the curriculum.
- Continue to find ways to enhance our home/school partnership.

### Prior Year's Accomplishments

- Common assessments, were selected at each grade level and administered to measure students' progress in math. Data from these assessments was used to design instruction to best meet students' needs.
- Educators completed training on the new social/emotional curriculum, RULER.

- Continued to develop differentiated units/lessons according to students' readiness, content, interest, and learning profile.
- Successfully piloted a co teaching model in grade 4.
- All staff explored Google for Educators, and have begun to utilize many features of this package.
- Educators continued to share their expertise with colleagues.

**FY16 Actual Enrollment**

	<b>Students</b>	<b>Teachers</b>	<b>Average</b>
<b>Grade K</b>	54	3	18.00
<b>Grade 1</b>	60	3	20.00
<b>Grade 2</b>	66	4	16.50
<b>Grade 3</b>	76	4	19.00
<b>Grade 4</b>	77	4	19.25
<b>Grade 5</b>	74	3	24.67
<b>Total</b>	407	21	19.38

**FY17 Projected Enrollment**

	<b>Students</b>	<b>Teachers</b>	<b>Average</b>
<b>Grade K</b>	60	3	20.00
<b>Grade 1</b>	65	3	21.67
<b>Grade 2</b>	65	3	21.67
<b>Grade 3</b>	66	4	16.50
<b>Grade 4</b>	77	4	19.25
<b>Grade 5</b>	76	4	19.00
<b>Total</b>	409	21	19.48

**Average Class Size per District Guidelines**

Grade K-2	18-20
Grade 3-5	20-22

## VINSON-OWEN ELEMENTARY SCHOOL

PROGRAM COSTS	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
Personal Services	2,066,038	2,248,006	2,350,052	0	0
Other Expenses	65,185	66,948	75,494	0	0
Equipment	3,734	1,932	0	0	0
<b>TOTAL</b>	<b>2,134,957</b>	<b>2,316,886</b>	<b>2,425,546</b>	<b>0</b>	<b>0</b>
<b>STAFFING</b>					
Principal	1.50	1.50	1.50		
Teachers	26.34	26.34	26.34		
ELL Instructor	1.00	1.00	1.00		
Librarian	1.00	1.00	1.00		
Aides	1.00	1.00	1.00		
Clerical	1.00	1.00	1.00		
<b>TOTAL</b>	<b>31.84</b>	<b>31.84</b>	<b>31.84</b>	<b>0.00</b>	<b>0.00</b>

### Principal Budget Message

The Vinson-Owen School serves a population of 443 students in grades K-5. The projected enrollment for FY17 is expected to be 424.

This past year, we added the following staff positions: a special education teacher to support the expansion of the Language Based Learning Disabilities program, a 0.5 special education teacher to support the co-teaching model, and a teaching assistant to meet IEP compliance. This year, we are requesting one additional special education teacher to support the co-teaching model.

In regards to supplies and materials, we are continuing to need additional leveled books for our shared book closets. In addition, we will use this money to buy reproducible materials that support math and literacy instruction.

### FY2017 Objectives

#### Goal #1: “We can change the world.”

- We are changing the world globally by supporting our sister school in India- The Vinson-Owen Learning Center.
- We are changing the world locally by supporting the Woburn Food Pantry, the Linus project, and Winchester Hospital.
- We are changing the world by raising funds through a “Change for Change” fundraiser. Students are donating money that is being used to help global and local needs.

#### Goal #2: Higher-order thinking

- We are promoting rigor and relevance by planning lessons that require skills such as analysis, synthesis, and evaluation.
- Students are expected to apply knowledge to other disciplines and to real-world problem solving.

#### Goal #3: Building connections

- We are building connections through the use of morning meetings/classroom meetings, community meetings, and buddy activities (each classroom is matched with another classroom).
- We are building connections through the use of our charitable efforts with global and local organizations named as part of goal #1.

## Prior Year's Accomplishments

### Goal #1: "We are family"

- We promoted family at the classroom level using morning meeting.
- We promoted family by grade level and cross grade level by holding bi-monthly community meetings for both lower elementary (K-2<sup>nd</sup> grade) and upper elementary (3<sup>rd</sup>-5<sup>th</sup> grade).
- We promoted family for the school at large by conducting monthly core values assemblies.

### Goal #2: Data-driven instruction

- We conducted monthly data-team meetings in which teams of teachers and specialists collaborated on instructional practices and determined interventions that could meet the needs of specific students.

### Goal #3: Social-emotional development

- We utilized the RULER approach to help support the social-emotional development of students. We rolled out two new RULER tools- the Metamoment and the Blueprint.

## FY16 Actual Enrollment

	Students	Teachers	Average
Grade K	62	3	20.67
Grade 1	64	3	21.33
Grade 2	83	4	20.75
Grade 3	78	4	19.50
Grade 4	73	3	24.33
Grade 5	83	4	20.75
<b>Total</b>	<b>443</b>	<b>21</b>	<b>21.10</b>

## FY17 Projected Enrollment

	Students	Teachers	Average
Grade K	60	3	20.00
Grade 1	67	4	16.75
Grade 2	62	3	20.67
Grade 3	84	4	21.00
Grade 4	78	4	19.50
Grade 5	73	3	24.33
<b>Total</b>	<b>424</b>	<b>21</b>	<b>20.19</b>

## Average Class Size per District Guidelines

Grade K-2	18-20
Grade 3-5	20-22

## SPECIAL EDUCATION

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	7,598,392	8,380,466	8,958,902	0	0
Other Expenses	3,557,422	3,434,206	3,623,334	0	0
Transfer to SPED Stabilization	35,000	0	0	0	0
Equipment	13,710	7,911	9,832	0	0
<b>TOTAL</b>	<b>11,204,524</b>	<b>11,822,583</b>	<b>12,592,068</b>	<b>0</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	1.00	1.00	1.00		
Directors/Coordinators	5.00	5.00	5.00		
Teachers	49.30	55.50	58.00		
Teacher Specialists	26.70	27.70	27.90		
Special Needs Instructors	9.00	8.00	8.00		
Aides	83.72	86.28	86.28		
Occupational Therapists	4.80	4.80	4.80		
Clerical	4.60	5.00	5.00		
<b>TOTAL</b>	<b>184.12</b>	<b>193.28</b>	<b>195.98</b>	<b>0.00</b>	<b>0.00</b>

### Program Description

The Office of Special Education provides Special Education services to students with disabilities from ages 3-22. Such services are determined by each student's special education TEAM, and documented in their IEP (Individualized Education Program).

### FY2017 Objectives

- Cost avoidance for out of district tuition and transportation realized as a result of in-district services for students.
- Continued assessment of programmatic needs to improve instructional and educational opportunities for our students

### Prior Year's Accomplishments

- Continue to provide mandated services in a cost effective manner
- As student needs increase in all schools, provide staffing and specialized programming to meet the special education needs of existing students within the district whenever possible.

<b>Enrollments by Programs</b>	In District	Collaborative Out of District	Private Day School	Residential School
Preschool	26	0	0	0
Kindergarten	18	0	1	0
Elementary (Grades 1-5)	236	2	6	0
Middle School (Grades 6-8)	204	0	8	0
High School (Grades 9-12, SP)	199	8	18	3
<b>Totals</b>	<b>683</b>	<b>10</b>	<b>33</b>	<b>3</b>

**Totals by Age Group**

Preschool	26
Kindergarten	19
Elementary (Grades 1-5)	244
Middle School (Grades 6-8)	212
High School (Grades 9-12, SP)	228
<b>Totals</b>	<b>729</b>

## PUPIL SERVICES

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	1,780,441	1,822,071	1,938,842	0	0
Other Expenses	5,105	3,400	3,400	0	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>1,785,546</b>	<b>1,825,471</b>	<b>1,942,242</b>	<b>0</b>	<b>0</b>
<b>STAFFING</b>					
Teacher Specialists	5.00	5.00	6.00		
Guidance Counselors	10.10	10.10	10.10		
Nurses	8.10	8.10	8.10		
<b>TOTAL</b>	<b>23.20</b>	<b>23.20</b>	<b>24.20</b>	<b>0.00</b>	<b>0.00</b>

### Program Description

The Office of Pupil Services provides nursing, guidance and career counseling, and home school liaison services to all students in the district.

### FY2017 Objectives

- Increase the adjustment counselor FTE to support social emotional well-being of all students

### Prior Year's Accomplishments

- Maintained guidance staffing at the Middle School and High School to keep student-to-counselor ratio within School Committee guidelines



## TECHNOLOGY

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	529,265	552,401	574,665	0	0
Other Expenses	225,940	238,944	238,944	0	0
Equipment	175,805	141,000	261,000	0	0
<b>TOTAL</b>	<b>931,010</b>	<b>932,345</b>	<b>1,074,609</b>	<b>0</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	0.00	0.00	0.00		
Professional/Technical	7.50	7.50	7.50		
Clerical	2.00	2.00	2.00		
<b>TOTAL</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	<b>0.00</b>	<b>0.00</b>

### Program Description

The Technology Department supports acquisition and maintenance of hardware, software and network infrastructure, provides training to faculty and staff on administrative programs, and is the primary reporting source for data on both students and staff to the DESE.

### FY2017 Objectives

- Continue to support and train the teachers to use the myriad of technology resources throughout the school
- Expand BYOD program at middle school
- Begin multi-year effort to right size replacement budget to cover infrastructure items

### Prior Year's Accomplishments

- Continued to upgrade and enhance the district's network to support expanding use of technology, including the addition of wireless student devices in elementary schools, middle school and high school
- Launched pilot BYOD (Bring Your Own Device) program at the middle school
- Continue to grow Google Apps for Education

## ATHLETICS

PROGRAM COSTS	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
Personal Services	0	0	0	0	0
Other Expenses	0	0	0	0	0
Transfer to Athletic Revolving	293,654	382,371	439,598	0	0
<b>TOTAL</b>	<b>293,654</b>	<b>382,371</b>	<b>439,598</b>	<b>0</b>	<b>0</b>
<b>STAFFING</b>					
Director	1.00	1.00	1.00		
Trainer	0.00	0.00	0.00		
Faculty Manager	0.00	0.00	0.00		
Coaches	0.00	0.00	0.00		
<b>TOTAL</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>

### Program Description

The Winchester Athletic Program is established to provide students with opportunities to achieve the highest degree of sportsmanship, fair play and excellence in an atmosphere of mutual respect. We strive to enrich the educational development of all participants and help prepare students for leadership roles in society.

### Sport and Student Athletes Participating

		2014-2015 Actual	2015-2016 Projected
Cheerleading	Fall	28	42
Cross Country (B)	Fall	82	83
Cross Country (G)	Fall	37	44
Field Hockey	Fall	53	56
Football	Fall	81	79
Golf	Fall	16	14
Soccer (Boys)	Fall	77	76
Soccer (G)	Fall	50	49
Swim (G)	Fall	41	35
Volleyball (G)	Fall	44	42
Basketball (B)	Winter	46	43
Basketball (G)	Winter	33	26
Gymnastics	Winter	26	30
Ice Hockey (B)	Winter	45	40
Ice Hockey (G)	Winter	35	31
Indoor Track (B)	Winter	78	94
Indoor Track (G)	Winter	46	83
Ski	Winter	94	72
Swim (B)	Winter	18	15
Wrestling	Winter	40	32
Baseball	Spring	46	46
Lacrosse (B)	Spring	75	75
Lacrosse (G)	Spring	59	59
Sailing	Spring	17	17

Softball	Spring	40	40
Tennis (B)	Spring	26	26
Tennis (G)	Spring	19	19
Track (B)	Spring	74	74
Track (G)	Spring	84	84
Volleyball (B)	Spring	30	30
Ultimate (Coed)	Spring	27	27
	Total	1467	1483

## VOCATIONAL EDUCATION

<b>PROGRAM COSTS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
Personal Services	0	0	0	0	0
Other Expenses	156,670	184,105	175,000	175,000	0
Equipment				0	0
<b>TOTAL</b>	<b>156,670</b>	<b>184,105</b>	<b>175,000</b>	<b>175,000</b>	<b>0</b>

### Program Description

This program funds the Town's assessment to the Northeast Metro Technical School District, a school available to Winchester students who prefer to pursue a vocational/technical secondary education. The School was formed by agreement of 12 Massachusetts communities in 1964. The formula for assessment of costs is directly related to the enrollment of students from the participating communities.

This budget also includes tuition associated with students attending Minuteman Career and Technical High School.

TOWN MANAGER	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101 PERMANENT	541,904	518,803	563,222	566,526	566,526	
51161 SICK LEAVE BUYBACK - NON-UNION	1,500	1,621	2,500	3,000	3,000	
TOTAL PERMANENT	543,404	520,425	565,722	569,526	569,526	0
51251 TEMPORARY	2,250	1,153	2,250	2,250	2,250	
TOTAL TEMPORARY	2,250	1,153	2,250	2,250	2,250	0
51359 OVERTIME	3,000	2,573	0	3,000	3,000	
TOTAL OVERTIME	3,000	2,573	0	3,000	3,000	0
<b>PERSONAL SERVICES TOTAL</b>	<b>548,654</b>	<b>524,151</b>	<b>567,972</b>	<b>574,776</b>	<b>574,776</b>	<b>0</b>
52101 OFFICE SUPPLIES	4,000	6,533	5,500	7,000	7,000	
52103 PRINTING AND REPRODUCTION SUPPLIES	700	1,980	500	2,500	2,500	
52105 COMPUTER SUPPLIES	100	0	100	100	100	
52106 BOOKS AND PERIODICALS	600	58	400	450	450	
52180 FOOD & GROCERIES	1,100	650	2,000	2,000	2,000	
TOTAL SUPPLIES & MATERIALS	6,500	9,221	8,500	12,050	12,050	0
53101 PRINTING STATIONERY	1,600	66	1,200	1,200	1,200	
53105 DPTMENTL REPORTS	2,000	0	1,000	1,000	1,000	
53110 TELEPHONE TOWN BLDGS	4,500	6,336	6,200	6,200	6,200	
53115 ADVERTISING	5,500	1,966	5,000	6,000	6,000	
53117 AUTO ALLOWANCE	9,600	4,200	8,000	5,000	5,000	
53118 PROF SERVICES	17,500	7,292	33,000	45,000	45,000	
53122 TRAVEL	2,000	0	2,000	50	50	
53123 OUT OF STATE TRAVEL	0	2,348	0	0	0	
53161 R&M FURNITURE/EQUIPMENT	0	656	0	200	200	
53166 TUITION	8,000	0	8,000	8,200	8,200	
TOTAL CONTRACTUAL SERVICES	50,700	22,863	64,400	72,850	72,850	0
54101 DUES AND MEMBERSHIPS	6,000	8,340	8,000	8,500	8,500	
54102 RENTALS AND STORAGE	0	145	0	0	0	
54106 INSURANCE/SURETY	2,700	0	500	500	500	
TOTAL CHARGES & OBLIGATIONS	8,700	8,485	8,500	9,000	9,000	0
<b>EXPENSES TOTAL</b>	<b>65,900</b>	<b>40,569</b>	<b>81,400</b>	<b>93,900</b>	<b>93,900</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOWN MANAGER TOTAL</b>	<b>614,554</b>	<b>564,720</b>	<b>649,372</b>	<b>668,676</b>	<b>668,676</b>	<b>0</b>

HUMAN RESOURCES/ADA	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101 PERMANENT	62,315	56,781	82,871	104,500	104,500	
TOTAL PERMANENT	62,315	56,781	82,871	104,500	104,500	0
<b>PERSONAL SERVICES TOTAL</b>	<b>62,315</b>	<b>56,781</b>	<b>82,871</b>	<b>104,500</b>	<b>104,500</b>	<b>0</b>
52101 OFFICE SUPPLIES	1,000	1,565	1,000	1,000	1,000	
52105 COMPUTER SUPPLIES	200	396	200	200	200	
52106 BOOKS AND PERIODICALS	500	0	500	500	500	
52180 FOOD & GROCERIES	500	143	500	500	500	
TOTAL SUPPLIES & MATERIALS	2,200	2,105	2,200	2,200	2,200	0
53101 PRINTING STATIONERY	500	0	500	500	500	
53110 TELEPHONE TOWN BLDGS	1,000	0	1,000	1,300	1,300	
53118 PROF SERVICES	2,000	806	5,500	10,000	10,000	
53122 TRAVEL	500	109	500	500	500	
53166 TUITION	1,000	509	1,000	1,000	1,000	
TOTAL CONTRACTUAL SERVICES	5,000	1,423	8,500	13,300	13,300	0
54101 DUES AND MEMBERSHIPS	500	230	500	500	500	
TOTAL CHARGES & OBLIGATIONS	500	230	500	500	500	0
<b>EXPENSES TOTAL</b>	<b>7,700</b>	<b>3,758</b>	<b>11,200</b>	<b>16,000</b>	<b>16,000</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>HUMAN RESOURCES TOTAL</b>	<b>70,015</b>	<b>60,538</b>	<b>94,071</b>	<b>120,500</b>	<b>120,500</b>	<b>0</b>

FINANCE COMMITTEE		FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51251	TEMPORARY	3,500	1,909	3,500	3,500	3,500	
	TOTAL TEMPORARY	3,500	1,909	3,500	3,500	3,500	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>3,500</b>	<b>1,909</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>0</b>
53101	PRINTING AND REPRODUCTION SUPPLIES	2,500	0	2,500	2,500	2,500	
	TOTAL SUPPLIES & MATERIALS	2,500	0	2,500	2,500	2,500	0
54101	DUES AND MEMBERSHIPS	0	273	0	0	0	0
	TOTAL CHARGES & OBLIGATIONS	0	273	0	0	0	0
	<b>EXPENSES TOTAL</b>	<b>2,500</b>	<b>273</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>0</b>
	<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FINANCE COMMITTEE TOTAL</b>		<b>6,000</b>	<b>2,182</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>0</b>

COMPTROLLER	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101 PERMANENT	320,580	316,132	351,108	356,144	356,144	
51161 SICK LEAVE BUYBACK - NON-UNION	2,250	1,263	4,800	5,261	5,261	
TOTAL PERMANENT	322,830	317,395	355,908	361,405	361,405	0
51251 TEMPORARY	0	0	0	13,316	13,316	0
TOTAL OVERTIME	0	0	0	13,316	13,316	0
<b>PERSONAL SERVICES TOTAL</b>	<b>322,830</b>	<b>317,395</b>	<b>355,908</b>	<b>374,721</b>	<b>374,721</b>	<b>0</b>
52101 OFFICE SUPPLIES	270	0	270	270	270	
TOTAL SUPPLIES & MATERIALS	270	0	270	270	270	0
53101 PRINTING STATIONERY	100	0	100	100	100	
53110 TELEPHONE TOWN BLDGS	800	662	800	800	800	
53118 PROF SERVICES	0	0	0	5,000	5,000	
53122 TRAVEL	100	425	100	400	400	
53166 TUITION	1,000	985	1,000	1,000	1,000	
TOTAL CONTRACTUAL SERVICES	2,000	2,072	2,000	7,300	7,300	0
54101 DUES AND MEMBERSHIPS	400	455	400	400	400	
TOTAL CHARGES & OBLIGATIONS	400	455	400	400	400	0
<b>EXPENSES TOTAL</b>	<b>2,670</b>	<b>2,527</b>	<b>2,670</b>	<b>7,970</b>	<b>7,970</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>COMPTROLLER TOTAL</b>	<b>325,500</b>	<b>319,921</b>	<b>358,578</b>	<b>382,691</b>	<b>382,691</b>	<b>0</b>



ASSESSOR	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101 PERMANENT	202,385	194,495	209,660	202,305	202,305	
51155 SICK LEAVE BUYBACK - NON-UNION	0	6,541	0	0	0	
TOTAL PERMANENT	202,385	201,036	209,660	202,305	202,305	0
51359 OVERTIME	500	0	500	500	500	
TOTAL OVERTIME	500	0	500	500	500	0
<b>PERSONAL SERVICES TOTAL</b>	<b>202,885</b>	<b>201,036</b>	<b>210,160</b>	<b>202,805</b>	<b>202,805</b>	<b>0</b>
52101 OFFICE SUPPLIES	250	639	250	250	250	
52106 BOOKS AND PERIODICALS	500	0	500	500	500	
TOTAL SUPPLIES & MATERIALS	750	639	750	750	750	0
53101 PRINTING STATIONERY	750	333	750	750	750	
53106 REPRODUCTION SVC	50	0	50	50	50	
53110 TELEPHONE TOWN BLDGS	1,300	646	1,300	1,300	1,300	
53117 AUTO ALLOWANCE	3,500	5,838	3,500	3,500	3,500	
53118 PROF SERVICES	78,700	72,403	48,700	48,700	48,700	
53128 COM R&M TOOLS & EQUIPMENT	500	825	500	500	500	
53149 CO/R&M FURN & OFFICE	750	280	750	750	750	
53161 R&M FURNITURE/EQUIPMENT	750	210	750	750	750	
TOTAL CONTRACTUAL SERVICES	86,300	80,535	56,300	56,300	56,300	0
54101 DUES AND MEMBERSHIPS	700	622	700	700	700	
TOTAL CHARGES & OBLIGATIONS	700	622	700	700	700	0
<b>EXPENSES TOTAL</b>	<b>87,750</b>	<b>81,796</b>	<b>57,750</b>	<b>57,750</b>	<b>57,750</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ASSESSOR TOTAL</b>	<b>290,635</b>	<b>282,832</b>	<b>267,910</b>	<b>260,555</b>	<b>260,555</b>	<b>0</b>

TREASURER/COLLECTOR	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101 PERMANENT	291,827	285,867	296,821	306,293	306,293	
51155 SICK LEAVE BUYBACK - NAGE	8,173	4,854	6,000	6,100	6,100	
51161 SICK LEAVE BUYBACK - NON-UNION	750	750	750	750	750	
TOTAL PERMANENT	300,750	291,471	303,571	313,143	313,143	0
51251 TEMPORARY	500	0	1,000	1,000	1,000	
TOTAL TEMPORARY	500	0	1,000	1,000	1,000	
<b>PERSONAL SERVICES TOTAL</b>	<b>301,250</b>	<b>291,471</b>	<b>304,571</b>	<b>314,143</b>	<b>314,143</b>	<b>0</b>
52101 OFFICE SUPPLIES	1,200	2,568	1,200	2,000	2,000	
TOTAL SUPPLIES & MATERIALS	1,200	2,568	1,200	2,000	2,000	0
53101 PRINTING STATIONERY	550	55	550	9,550	9,550	
53110 TELEPHONE TOWN BLDGS	700	654	700	700	700	
53115 ADVERTISING	1,500	0	1,500	1,500	1,500	
53118 PROF SERVICES	52,700	44,519	55,100	60,100	60,100	
53122 TRAVEL	1,200	85	1,200	1,200	1,200	
TOTAL CONTRACTUAL SERVICES	56,650	45,313	59,050	73,050	73,050	0
54101 DUES AND MEMBERSHIPS	700	546	700	700	700	
54129 BANK SERVICE CHARGES	47,000	40,893	47,000	48,000	48,000	
53166 TUITION	300	0	400	400	400	
TOTAL CHARGES & OBLIGATIONS	48,000	41,439	48,100	49,100	49,100	0
<b>EXPENSES TOTAL</b>	<b>105,850</b>	<b>89,319</b>	<b>108,350</b>	<b>124,150</b>	<b>124,150</b>	<b>0</b>
55103 OFFICE EQUIPMENT	0	0	2,000	2,000	2,000	
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>
<b>TREASURER/COLLECTION TOTAL</b>	<b>407,100</b>	<b>380,791</b>	<b>414,921</b>	<b>440,293</b>	<b>440,293</b>	<b>0</b>

ENGINEERING	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101 PERMANENT	422,597	398,716	427,154	426,618	426,618	
51155 SICKLV BUYBACK WOCA	3,750	0	4,200	4,200	4,200	
TOTAL PERMANENT	426,347	398,716	431,354	430,818	430,818	0
51359 OVERTIME	765	786	1,000	1,000	1,000	
TOTAL OVERTIME	765	786	1,000	1,000	1,000	0
<b>PERSONAL SERVICES TOTAL</b>	<b>427,112</b>	<b>399,502</b>	<b>432,354</b>	<b>431,818</b>	<b>431,818</b>	<b>0</b>
52101 OFFICE SUPPLIES	2,500	3,333	2,500	2,000	2,000	
52103 PRINTING AND REPRODUCTION SUPPLIES	11,300	7,191	11,700	11,200	11,200	
52105 COMPUTER SUPPLIES	300	0	300	300	300	
52106 BOOKS AND PERIODICALS	150	114	150	100	100	
52123 HARDWARE	50	0	50	50	50	
52138 SUPPLIES, AUTOMOBILE	400	0	400	400	400	
TOTAL SUPPLIES & MATERIALS	14,700	10,638	15,100	14,050	14,050	0
53101 PRINTING STATIONERY	500	0	500	500	500	
53106 REPRODUCING SVC	1,000	0	1,000	1,000	1,000	
53110 TELEPHONE TOWN BLDGS	3,890	3,119	3,890	3,890	3,890	
53115 ADVERTISING	1,500	787	1,500	500	500	
53118 PROF SERVICES	42,000	41,250	35,370	22,000	22,000	
53122 TRAVEL	250	149	300	250	250	
53128 COM R&M TOOLS & EQUIPMENT	500	0	500	500	500	
53161 R&M FURNITURE/EQUIPMENT	700	573	700	500	500	
53166 TUITION	700	85	950	750	750	
TOTAL CONTRACTUAL SERVICES	51,040	45,963	44,710	29,890	29,890	0
54101 DUES AND MEMBERSHIPS	500	0	500	500	500	
TOTAL CHARGES & OBLIGATIONS	500	0	500	500	500	0
<b>EXPENSES TOTAL</b>	<b>66,240</b>	<b>56,602</b>	<b>60,310</b>	<b>44,440</b>	<b>44,440</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ENGINEERING TOTAL</b>	<b>493,352</b>	<b>456,104</b>	<b>492,664</b>	<b>476,258</b>	<b>476,258</b>	<b>0</b>

BUILDING & ZONING	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101 PERMANENT	276,048	280,441	280,460	303,407	303,407	
51155 SICKLV BUYBACK WOCA	2,992	3,082	3,174	3,175	3,175	
51161 SICK LEAVE BUYBACK - NON UNION	1,179	1,179	1,486	2,037	2,037	
TOTAL PERMANENT	280,219	284,702	285,120	308,619	308,619	0
51251 TEMPORARY	1,000	0	1,000	2,000	2,000	
TOTAL TEMPORARY	1,000	0	1,000	2,000	2,000	0
51359 OVERTIME	4,052	2,035	4,000	4,000	4,000	
TOTAL OVERTIME	4,052	2,035	4,000	4,000	4,000	0
<b>PERSONAL SERVICES TOTAL</b>	<b>285,271</b>	<b>286,737</b>	<b>290,120</b>	<b>314,619</b>	<b>314,619</b>	<b>0</b>
52101 OFFICE SUPPLIES	1,150	1,600	2,650	1,250	1,250	
52106 BOOKS AND PERIODICALS	600	307	600	600	600	
TOTAL SUPPLIES & MATERIALS	1,750	1,907	3,250	1,850	1,850	0
53101 PRINTING STATIONERY	1,050	897	1,050	1,050	1,050	
53106 REPRODUCING SVC	200	0	200	200	200	
53110 TELEPHONE TOWN BLDGS	1,100	650	1,100	1,100	1,100	
53117 AUTO ALLOWANCE	7,200	8,574	8,000	8,000	8,000	
53122 TRAVEL	100	0	100	100	100	
53118 PROFESSIONAL SERVICES	0	0	0	40,000	40,000	
53161 R&M FURNITURE/EQUIPMENT	0	0	1,800	1,815	1,815	
53167 TUITION	600	160	600	600	600	
TOTAL CONTRACTUAL SERVICES	10,250	10,281	12,850	52,865	52,865	0
54101 DUES AND MEMBERSHIPS	570	255	570	570	570	
TOTAL CHARGES & OBLIGATIONS	570	255	570	570	570	0
<b>EXPENSES TOTAL</b>	<b>12,570</b>	<b>12,443</b>	<b>16,670</b>	<b>55,285</b>	<b>55,285</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>BUILDING &amp; ZONING TOTAL</b>	<b>297,841</b>	<b>299,180</b>	<b>306,790</b>	<b>369,904</b>	<b>369,904</b>	<b>0</b>

CONSERVATION		FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101	PERMANENT	49,238	45,231	54,255	47,315	47,315	
51161	SICK LEAVE BUYBACK - NON UNION	428	536	428	428	428	
	TOTAL PERMANENT	49,666	45,767	54,683	47,743	47,743	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>49,666</b>	<b>45,767</b>	<b>54,683</b>	<b>47,743</b>	<b>47,743</b>	<b>0</b>
52101	OFFICE SUPPLIES	100	184	100	100	100	
	TOTAL SUPPLIES & MATERIALS	100	184	100	100	100	0
53106	REPRODUCING SVC	300	0	300	300	300	
53110	TELEPHONE TOWN BLDGS	0	222	224	240	240	
53122	TRAVEL	100	0	100	100	100	
53166	TUITION	300	115	300	300	300	
	TOTAL CONTRACTUAL SERVICES	700	337	924	940	940	0
54101	DUES AND MEMBERSHIPS	700	736	750	770	770	
	TOTAL CHARGES & OBLIGATIONS	700	736	750	770	770	0
	<b>EXPENSES TOTAL</b>	<b>1,500</b>	<b>1,257</b>	<b>1,774</b>	<b>1,810</b>	<b>1,810</b>	<b>0</b>
	<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>CONSERVATION TOTAL</b>	<b>51,166</b>	<b>47,024</b>	<b>56,457</b>	<b>49,553</b>	<b>49,553</b>	<b>0</b>

PLANNING BOARD		FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101	PERMANENT	93,069	74,282	89,028	89,506	89,506	
	TOTAL PERMANENT	93,069	74,282	89,028	89,506	89,506	0
51359	OVERTIME	0	4,588	0	0	0	0
	TOTAL OVERTIME	0	4,588	0	0	0	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>93,069</b>	<b>78,870</b>	<b>89,028</b>	<b>89,506</b>	<b>89,506</b>	<b>0</b>
52101	OFFICE SUPPLIES	100	12	150	150	150	
52103	PRINTING AND REPRODUC SUPPLIES	1,700	1,684	1,700	1,200	1,200	
52105	COMPUTER SUPPLIES	0	0	1,200	750	750	
52106	BOOKS AND PERIODICALS	200	0	100	100	100	
	TOTAL SUPPLIES & MATERIALS	2,000	1,696	3,150	2,200	2,200	0
53115	ADVERTISING	3,000	327	3,000	3,000	3,000	
53118	PROFESSIONAL SERVICES	38,600	41,490	25,000	40,000	40,000	
53122	TRAVEL	500	0	250	250	250	
53161	R&M FURNITURE/EQUIPMENT	0	265	150	150	150	
	TOTAL CONTRACTUAL SERVICES	42,100	42,082	28,400	43,400	43,400	0
54101	DUES AND MEMBERSHIPS	0	305	400	400	400	
	TOTAL CHARGES & OBLIGATIONS	0	305	400	400	400	0
	<b>EXPENSES TOTAL</b>	<b>44,100</b>	<b>44,083</b>	<b>31,950</b>	<b>46,000</b>	<b>46,000</b>	<b>0</b>
	<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PLANNING BOARD TOTAL</b>		<b>137,169</b>	<b>122,954</b>	<b>120,978</b>	<b>135,506</b>	<b>135,506</b>	<b>0</b>

CLERK	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101 PERMANENT	270,620	240,622	279,016	277,252	277,252	
51155 SICK LEAVE BUYBACK - UNION	500	0	0	0	0	
51161 SICK LEAVE BUYBACK - NON UNION	750	650	500	1,000	1,000	
TOTAL PERMANENT	271,870	241,272	279,516	278,252	278,252	-
51251 TEMPORARY	29,496	26,440	19,792	27,998	27,998	
TOTAL TEMPORARY	29,496	26,440	19,792	27,998	27,998	0
51359 OVERTIME	8,250	7,296	7,000	8,250	8,250	
51365 OFF DUTY	13,500	11,418	6,000	9,000	9,000	
TOTAL OVERTIME	21,750	18,715	13,000	17,250	17,250	0
<b>PERSONAL SERVICES TOTAL</b>	<b>323,116</b>	<b>286,427</b>	<b>312,308</b>	<b>323,500</b>	<b>323,500</b>	<b>0</b>
52101 OFFICE SUPPLIES	5,250	5,779	5,350	5,350	5,350	
52106 BOOKS AND PERIODICALS	500	341	500	500	500	
TOTAL SUPPLIES & MATERIALS	5,750	6,120	5,850	5,850	5,850	0
53101 PRINTING STATIONERY	23,000	25,023	21,900	25,050	25,050	
53106 REPRODUCING SVC	7,000	360	8,000	8,000	8,000	
53108 POSTAGE - GEN SERVI	0	0	0	0	0	
53110 TELEPHONE TOWN BLDGS	1,360	1,792	1,400	1,600	1,600	
53115 ADVERTISING	750	472	750	750	750	
53116 BIND & BK REPAIRS	500	334	750	750	750	
53118 PROF SERVICES	21,500	10,989	10,000	10,000	10,000	
53122 TRAVEL	500	576	500	500	500	
53161 R&M FURNITURE/EQUIPMENT	4,900	4,493	4,700	20,200	20,200	
53166 TUITION	850	0	850	850	850	
TOTAL CONTRACTUAL SERVICES	60,360	44,038	48,850	67,700	67,700	0
54101 DUES AND MEMBERSHIPS	405	305	405	405	405	
54102 RENTALS AND STORAGE	0	0	0	0	0	
TOTAL CHARGES & OBLIGATIONS	405	305	405	405	405	0
<b>EXPENSES TOTAL</b>	<b>66,515</b>	<b>50,463</b>	<b>55,105</b>	<b>73,955</b>	<b>73,955</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CLERK TOTAL</b>	<b>389,631</b>	<b>336,891</b>	<b>367,413</b>	<b>397,455</b>	<b>397,455</b>	<b>0</b>

LEGAL	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
53118 PROF SERVICES	20,000	0	0	0		
533081 LEGAL EXPENSES / IN	240,000	263,238	225,000	225,000	225,000	
533082 LEGAL EXPENSES / OUT	105,000	97,812	120,000	150,000	125,000	
LEGAL EXPENSES	365,000	361,051	345,000	375,000	350,000	0
<b>EXPENSES TOTAL</b>	<b>365,000</b>	<b>361,051</b>	<b>345,000</b>	<b>375,000</b>	<b>350,000</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>LEGAL TOTAL</b>	<b>365,000</b>	<b>361,051</b>	<b>345,000</b>	<b>375,000</b>	<b>350,000</b>	<b>0</b>



DATA PROCESSING		FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101 PERMANENT		87,751	87,748	95,028	136,262	136,262	
	TOTAL PERMANENT	87,751	87,748	95,028	136,262	136,262	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>87,751</b>	<b>87,748</b>	<b>95,028</b>	<b>136,262</b>	<b>136,262</b>	<b>0</b>
52105 COMPUTER SUPPLIES		46,000	71,262	46,000	50,000	50,000	
52185 SOFTWARE		0	0	0	40,000	40,000	0
	TOTAL SUPPLIES & MATERIALS	46,000	71,262	46,000	90,000	90,000	0
53101 PRINTING & STATIONERY		25,000	17,895	23,000	500	500	
53110 TELEPHONE TOWN BLDGS		2,000	1,291	2,000	2,000	2,000	
53115 ADVERTISING		0	0	0	0	0	
53118 PROF SERVICES		42,600	41,159	42,600	77,100	77,100	
53238 S/W & MAINTENANCE RENEWALS		258,771	243,023	306,879	310,925	310,925	
53122 TRAVEL		100	0	100	100	100	
53161 R&M FURNITURE/EQUIPMENT		500	495	500	500	500	
53166 TUITION		4,000	2,995	4,500	5,000	5,000	
	TOTAL CONTRACTUAL SERVICES	332,971	306,858	379,579	396,125	396,125	0
	<b>EXPENSES TOTAL</b>	<b>378,971</b>	<b>378,121</b>	<b>425,579</b>	<b>486,125</b>	<b>486,125</b>	<b>0</b>
<b>DATA PROCESSING TOTAL</b>		<b>466,722</b>	<b>465,869</b>	<b>520,607</b>	<b>622,387</b>	<b>622,387</b>	<b>0</b>

GENERAL SERVICES		FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
PERSONAL SERVICES TOTAL		0	0	0	0	0	0
52101 OFFICE SUPPLIES		14,000	6,640	14,000	14,000	14,000	
TOTAL SUPPLIES & MATERIALS		14,000	6,640	14,000	14,000	14,000	0
53101 PRINTING STATIONERY		20,800	10,818	20,800	27,800	27,800	
53108 POSTAGE - GEN SERVICES		76,500	86,309	76,500	87,000	87,000	
53110 TELEPHONE TOWN BLDGS		1,500	479	1,500	1,000	1,000	
53161 R&M FURNITURE/EQUIPMENT		4,500	3,523	4,500	4,500	4,500	
TOTAL CONTRACTUAL SERVICES		103,300	101,129	103,300	120,300	120,300	0
54102 RENTALS AND STORAGE		13,500	13,029	13,500	13,500	13,500	
TOTAL CHARGES & OBLIGATIONS		13,500	13,029	13,500	13,500	13,500	0
<b>EXPENSES TOTAL</b>		<b>130,800</b>	<b>120,799</b>	<b>130,800</b>	<b>147,800</b>	<b>147,800</b>	<b>0</b>
EQUIPMENT TOTAL		0	0	0	0	0	0
<b>GENERAL SERVICES TOTAL</b>		<b>130,800</b>	<b>120,799</b>	<b>130,800</b>	<b>147,800</b>	<b>147,800</b>	<b>0</b>

LIBRARY	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101 PERMANENT	1,251,438	1,239,590	1,294,872	1,296,771	1,296,771	0
51161 SICK LEAVE BUYBACK - NON UNION	5,465	4,893	6,665	6,665	6,665	0
TOTAL PERMANENT	1,256,903	1,244,483	1,301,537	1,303,436	1,303,436	-
51251 TEMPORARY	101,446	75,151	92,373	96,500	96,500	0
TOTAL TEMPORARY	101,446	75,151	92,373	96,500	96,500	0
51359 OVERTIME	39,297	38,113	42,377	42,051	42,051	0
TOTAL OVERTIME	39,297	38,113	42,377	42,051	42,051	0
<b>PERSONAL SERVICES TOTAL</b>	<b>1,397,646</b>	<b>1,357,747</b>	<b>1,436,287</b>	<b>1,441,987</b>	<b>1,441,987</b>	<b>0</b>
52101 OFFICE SUPPLIES	15,825	13,745	15,825	15,850	15,850	0
52103 PRINTING AND REPRODUC SUPPLI	875	208	875	850	850	0
52106 BOOKS AND PERIODICALS	235,262	235,261	240,000	249,000	249,000	0
52113 CLEANING SUPPLIES	1,200	1,090	1,200	1,200	1,200	0
52115 HOUSEHOLD SUPPLIES	2,300	2,715	2,500	3,200	3,200	0
52116 ELECTRICAL SUPPLIES	800	211	800	300	300	0
52123 HARDWARE	400	291	400	400	400	0
52125 PAINTING SUPPLIES	400	365	350	400	400	0
52143 SMALL TOOLS & IMPLANT	200	0	300	300	300	0
52153 CHEMICALS	850	870	850	950	950	0
52180 FOOD & GROCERIES	150	233	200	450	450	0
TOTAL SUPPLIES & MATERIALS	258,262	254,989	263,300	272,900	272,900	0
53101 PRINTING & STATIONERY	4,750	4,008	4,500	4,500	4,500	0
53107 POSTAGE	3,300	2,387	3,300	3,050	3,050	0
53110 TELEPHONE TOWN BLDGS	2,000	2,073	2,000	2,200	2,200	0
53115 ADVERTISING	400	236	400	400	400	0
53122 TRAVEL	1,450	1,464	1,450	1,500	1,500	0
53124 CLEAN & SANITARY	18,000	13,273	18,000	18,000	18,000	0
53125 LANDSCAPING	5,500	4,774	5,500	12,500	12,500	0
53128 COM R&M TOOLS&EQUIPMENT	1,650	255	1,650	1,450	1,450	0
53143 R&M BLDG&STRUCT	18,000	10,361	18,000	16,500	16,500	0
53161 R&M FURNITURE/EQUIPMENT	1,200	906	1,000	1,200	1,200	0
53166 TUITION	500	315	500	500	500	0
53172 CONTRACTUAL SERVICE	62,500	56,146	62,500	62,500	62,500	0
TOTAL CONTRACTUAL SERVICES	119,250	96,198	118,800	124,300	124,300	0

LIBRARY	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
54101 DUES AND MEMBERSHIPS	1,085	538	1,085	1,085	1,085	0
TOTAL CHARGES & OBLIGATIONS	1,085	538	1,085	1,085	1,085	0
<b>EXPENSES TOTAL</b>	<b>378,597</b>	<b>351,725</b>	<b>383,185</b>	<b>398,285</b>	<b>398,285</b>	<b>0</b>
533101 FURNITURE AND FIXTURES	13,500	7,961	13,500	13,500	13,500	0
<b>EQUIPMENT TOTAL</b>	<b>13,500</b>	<b>7,961</b>	<b>13,500</b>	<b>13,500</b>	<b>13,500</b>	<b>0</b>
<b>LIBRARY TOTAL</b>	<b>1,789,743</b>	<b>1,717,432</b>	<b>1,832,972</b>	<b>1,853,772</b>	<b>1,853,772</b>	<b>0</b>

LIBRARY ADMINISTRATION	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101 PERMANENT	259,303	259,042	265,741	266,992	266,992	
51155 SICK LEAVE BUYBACK - NAGE	0	0	0	0	0	
51161 SICK LEAVE BUYBACK - NON UNION	1,500	1,300	2,250	2,250	2,250	
TOTAL PERMANENT	260,803	260,342	267,991	269,242	269,242	-
<b>PERSONAL SERVICES TOTAL</b>	<b>260,803</b>	<b>260,342</b>	<b>267,991</b>	<b>269,242</b>	<b>269,242</b>	<b>0</b>
52101 OFFICE SUPPLIES	1,825	1,935	1,825	1,850	1,850	
52103 PRINTING AND REPRODUC SUPPLI	875	208	875	850	850	
TOTAL SUPPLIES & MATERIALS	2,700	2,143	2,700	2,700	2,700	0
53107 POSTAGE	2,750	2,000	2,500	2,500	2,500	
53110 TELEPHONE TOWN BLDGS	2,000	2,073	2,000	2,200	2,200	
53115 ADVERTISING	400	236	400	400	400	
53122 TRAVEL	600	737	600	600	600	
TOTAL CONTRACTUAL SERVICES	5,750	5,045	5,500	5,700	5,700	0
54101 DUES AND MEMBERSHIPS	500	333	500	500	500	
TOTAL CHARGES & OBLIGATIONS	500	333	500	500	500	0
<b>EXPENSES TOTAL</b>	<b>8,950</b>	<b>7,521</b>	<b>8,700</b>	<b>8,900</b>	<b>8,900</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>LIBRARY ADMINISTRATION TOTAL</b>	<b>269,753</b>	<b>267,863</b>	<b>276,691</b>	<b>278,142</b>	<b>278,142</b>	<b>0</b>

LIBRARY SERVICES	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101 PERMANENT	918,346	907,378	951,605	955,907	955,907	
51161 SICK LEAVE BUYBACK - NON UNION	3,965	3,593	4,415	4,415	4,415	
TOTAL PERMANENT	922,311	910,971	956,020	960,322	960,322	-
51251 TEMPORARY	101,446	75,151	92,373	96,500	96,500	
TOTAL TEMPORARY	101,446	75,151	92,373	96,500	96,500	0
51359 OVERTIME	26,141	21,601	29,221	27,500	27,500	
TOTAL OVERTIME	26,141	21,601	29,221	27,500	27,500	0
<b>PERSONAL SERVICES TOTAL</b>	<b>1,049,898</b>	<b>1,007,723</b>	<b>1,077,614</b>	<b>1,084,322</b>	<b>1,084,322</b>	<b>0</b>
52101 OFFICE SUPPLIES	14,000	11,810	14,000	14,000	14,000	
52106 BOOKS AND PERIODICALS	235,262	235,261	240,000	249,000	249,000	
52180 FOOD & GROCERIES	150	233	200	450	450	
TOTAL SUPPLIES & MATERIALS	249,412	247,304	254,200	263,450	263,450	0
53101 PRINTING & STATIONERY	4,750	4,008	4,500	4,500	4,500	
53107 POSTAGE	550	387	800	550	550	
53122 TRAVEL	850	727	850	900	900	
53128 COM R&M TOOLS & EQUIPMENT	1,300	55	1,300	1,100	1,100	
53166 TUITION	500	315	500	500	500	
53172 CONTRACTUAL SERVICE	62,500	56,146	62,500	62,500	62,500	
TOTAL CONTRACTUAL SERVICES	70,450	61,638	70,450	70,050	70,050	0
54101 DUES AND MEMBERSHIPS	585	205	585	585	585	
TOTAL CHARGES & OBLIGATIONS	585	205	585	585	585	0
<b>EXPENSES TOTAL</b>	<b>320,447</b>	<b>309,148</b>	<b>325,235</b>	<b>334,085</b>	<b>334,085</b>	<b>0</b>
55101 FURNITURE AND FIXTURES	13,500	7,961	13,500	13,500	13,500	
<b>EQUIPMENT TOTAL</b>	<b>13,500</b>	<b>7,961</b>	<b>13,500</b>	<b>13,500</b>	<b>13,500</b>	<b>0</b>
<b>LIBRARY SERVICES TOTAL</b>	<b>1,383,845</b>	<b>1,324,831</b>	<b>1,416,349</b>	<b>1,431,907</b>	<b>1,431,907</b>	<b>0</b>

LIBRARY MAINTENANCE		FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101 PERMANENT		73,789	73,170	77,526	73,872	73,872	
	TOTAL PERMANENT	73,789	73,170	77,526	73,872	73,872	-
51359 OVERTIME		13,156	16,512	13,156	14,551	14,551	
	TOTAL OVERTIME	13,156	16,512	13,156	14,551	14,551	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>86,945</b>	<b>89,682</b>	<b>90,682</b>	<b>88,423</b>	<b>88,423</b>	<b>0</b>
52113 CLEANING SUPPLIES		1,200	1,090	1,200	1,200	1,200	
52115 HOUSEHOLD SUPPLIES		2,300	2,715	2,500	3,200	3,200	
52116 ELECTRICAL SUPPLIES		800	211	800	300	300	
52123 HARDWARE		400	291	400	400	400	
52125 PAINTING SUPPLIES		400	365	350	400	400	
52143 SMALL TOOLS & IMPLMT		200	0	300	300	300	
52153 CHEMICALS		850	870	850	950	950	
	TOTAL SUPPLIES & MATERIALS	6,150	5,542	6,400	6,750	6,750	0
53124 CLEAN & SANITARY		18,000	13,273	18,000	18,000	18,000	
53125 LANDSCAPING		5,500	4,774	5,500	12,500	12,500	
53128 COM R&M TOOLS & EQUIPMENT		350	200	350	350	350	
53143 R&M BLDG & STRUCT		18,000	10,361	18,000	16,500	16,500	
53161 R&M FURNITURE/EQUIPMENT		1,200	906	1,000	1,200	1,200	
	TOTAL CONTRACTUAL SERVICES	43,050	29,515	42,850	48,550	48,550	0
	<b>EXPENSES TOTAL</b>	<b>49,200</b>	<b>35,056</b>	<b>49,250</b>	<b>55,300</b>	<b>55,300</b>	<b>0</b>
	<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>LIBRARY MAINTENANCE TOTAL</b>		<b>136,145</b>	<b>124,738</b>	<b>139,932</b>	<b>143,723</b>	<b>143,723</b>	<b>0</b>

ARCHIVES	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
PERSONAL SERVICES TOTAL	0	0	0	0	0	0
52101 OFFICE SUPPLIES	500	373	400	400	400	
TOTAL SUPPLIES & MATERIALS	500	373	400	400	400	0
53110 TELEPHONE TOWN BLDGS	230	214	250	250	250	
53118 PROF SERVICES	9,600	9,600	10,575	12,664	12,664	
TOTAL CONTRACTUAL SERVICES	9,830	9,814	10,825	12,914	12,914	0
54101 DUES AND MEMBERSHIPS	352	467	440	440	440	
TOTAL CHARGES & OBLIGATIONS	352	467	440	440	440	0
<b>EXPENSES TOTAL</b>	<b>10,682</b>	<b>10,654</b>	<b>11,665</b>	<b>13,754</b>	<b>13,754</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ARCHIVES TOTAL</b>	<b>10,682</b>	<b>10,654</b>	<b>11,665</b>	<b>13,754</b>	<b>13,754</b>	<b>0</b>

HISTORICAL COMMISSION		FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51251 TEMPORARY		1,500	574.53	1,500	1,500	1,500	
	<b>PERSONAL SERVICES TOTAL</b>	<b>1,500</b>	<b>575</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>0</b>
53118 PROF SERVICES		0	0	5,000	10,000	10,000	
	<b>EXPENSES TOTAL</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>
<b>HISTORICAL COMMISSION TOTAL</b>		<b>1,500</b>	<b>575</b>	<b>6,500</b>	<b>11,500</b>	<b>11,500</b>	<b>0</b>



HEALTH		FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101	PERMANENT	241,122	238,163	245,532	247,227	247,227	
	TOTAL PERMANENT	241,122	238,163	245,532	247,227	247,227	-
51251	TEMPORARY	0	822	1,075	1,000	1,000	0
	TOTAL TEMPORARY	0	822	1,075	1,000	1,000	0
51359	OVERTIME	1,000	1,209	1,000	2,000	2,000	
	TOTAL OVERTIME	1,000	1,209	1,000	2,000	2,000	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>242,122</b>	<b>240,195</b>	<b>247,607</b>	<b>250,227</b>	<b>250,227</b>	<b>0</b>
52101	OFFICE SUPPLIES	700	537	700	700	700	
52103	PRINTING AND REPRODUC SUPPLI	600	562	600	700	700	
52106	BOOKS AND PERIODICALS	100	0	100	100	100	
52179	MEDICAL & DENTAL	1,000	1,000	1,000	3,000	3,000	
	TOTAL SUPPLIES & MATERIALS	2,400	2,098	2,400	4,500	4,500	0
53101	PRINTING STATIONERY	300	0	300	300	300	
53110	TELEPHONE TOWN BLDGS	1,000	448	1,000	1,000	1,000	
53115	ADVERTISING	100	0	100	100	100	
53118	PROF SERVICES	48,075	47,559	49,170	58,350	58,350	
53122	TRAVEL	700	224	700	700	700	
53161	R&M FURNITURE/EQUIPMENT	0	0	0	1,650	1,650	
53166	TUITION	250	140	250	250	250	
	RENTALS AND STORAGE	0	0	0	1,350	1,350	
	TOTAL CONTRACTUAL SERVICES	50,425	48,371	51,520	63,700	63,700	0
54101	DUES AND MEMBERSHIPS	250	230	250	250	250	
	TOTAL CHARGES & OBLIGATIONS	250	230	250	250	250	0
	<b>EXPENSES TOTAL</b>	<b>53,075</b>	<b>50,699</b>	<b>54,170</b>	<b>68,450</b>	<b>68,450</b>	<b>0</b>
	<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>HEALTH TOTAL</b>	<b>295,197</b>	<b>290,894</b>	<b>301,777</b>	<b>318,677</b>	<b>318,677</b>	<b>0</b>

COUNCIL ON AGING	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101 PERMANENT	238,081	236,720	243,693	245,612	245,612	
51155 SICKLV BUYBACK NAGA	2,822	1,163	3,000	2,987	2,987	
51161 SICKLV BUYBACK	1,500	0	1,500	750	750	
TOTAL PERMANENT	242,403	237,883	248,193	249,349	249,349	-
<b>PERSONAL SERVICES TOTAL</b>	<b>242,403</b>	<b>237,883</b>	<b>248,193</b>	<b>249,349</b>	<b>249,349</b>	<b>0</b>
52101 OFFICE SUPPLIES	812	812	826	842	842	
52105 COMPUTER SUPPLIES	485	485	493	503	503	
TOTAL SUPPLIES & MATERIALS	1,297	1,297	1,319	1,345	1,345	0
53101 PRINTING STATIONERY	1,296	1,296	1,318	1,343	1,343	
53110 TELEPHONE TOWN BLDGS	1,729	1,729	1,758	1,791	1,791	
53122 TRAVEL	577	577	587	598	598	
53161 R&M FURNITURE/EQUIPMENT	276	276	281	286	286	
53166 TUITION	1,058	1,058	1,075	1,095	1,095	
TOTAL CONTRACTUAL SERVICES	4,936	4,936	5,019	5,113	5,113	0
54102 RENTALS AND STORAGE	12	12	12	12	12	
TOTAL CHARGES & OBLIGATIONS	12	12	12	12	12	0
<b>EXPENSES TOTAL</b>	<b>6,245</b>	<b>6,245</b>	<b>6,350</b>	<b>6,470</b>	<b>6,470</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>COUNCIL ON AGING TOTAL</b>	<b>248,648</b>	<b>244,128</b>	<b>254,543</b>	<b>255,819</b>	<b>255,819</b>	<b>0</b>

VETERANS SERVICES	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101 PERMANENT	8,725	8,725	8,906	8,906	8,906	
<b>PERSONAL SERVICES TOTAL</b>	<b>8,725</b>	<b>8,725</b>	<b>8,906</b>	<b>8,906</b>	<b>8,906</b>	<b>0</b>
52112 FLAGS	2,550	2,160	2,550	2,550	2,550	
52136 AGRICULTURE AND HORTICULTURE	0	1,379	0	0	0	
52180 FOOD & GROCERIES	1,930	0	1,930	1,930	1,930	
<b>TOTAL SUPPLIES &amp; MATERIALS</b>	<b>4,480</b>	<b>3,539</b>	<b>4,480</b>	<b>4,480</b>	<b>4,480</b>	<b>0</b>
53118 PROF SERVICES	0	0	18,000	18,000	18,000	0
53122 TRAVEL	200	379	300	300	300	
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>200</b>	<b>379</b>	<b>18,300</b>	<b>18,300</b>	<b>18,300</b>	<b>0</b>
54101 DUES AND MEMBERSHIPS	75	45	75	75	75	
54112 DIRECT CASH GRANTS	16,638	6,210	16,638	16,638	16,638	
54115 MEDICAL, SURGICAL	250	0	250	250	250	
54122 FOOD & CLOTHING ASSIST	300	0	300	300	300	
54126 CURRENT CHARGES	2,300	2,032	2,300	2,300	2,300	
<b>TOTAL CHARGES &amp; OBLIGATIONS</b>	<b>19,563</b>	<b>8,287</b>	<b>19,563</b>	<b>19,563</b>	<b>19,563</b>	<b>0</b>
<b>EXPENSES TOTAL</b>	<b>24,243</b>	<b>12,205</b>	<b>42,343</b>	<b>42,343</b>	<b>42,343</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>VETERANS TOTAL</b>	<b>32,968</b>	<b>20,930</b>	<b>51,249</b>	<b>51,249</b>	<b>51,249</b>	<b>0</b>

POLICE	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101 PERMANENT	3,234,960	3,164,603	3,319,430	3,291,567	3,291,567	0
51145 HOLIDAY	117,453	114,176	118,331	118,849	118,849	0
51155 SICKLV BUYBACK WOCA	2,823	2,908	2,995	2,995	2,995	0
51157 SICKLV BUYBACK - SUPER OFFIC	54,152	46,111	56,367	51,129	51,129	0
51158 SICKLV BUYBACK - POLICE OFFI	89,025	68,728	62,485	58,053	58,053	0
51161 SICK LEAVE BUYBACK - NON UNION	3,000	2,275	18,750	3,750	3,750	0
TOTAL PERMANENT	3,501,413	3,398,801	3,578,358	3,526,343	3,526,343	0
51251 TEMPORARY	177,253	170,994	184,151	216,359	216,359	0
TOTAL TEMPORARY	177,253	170,994	184,151	216,359	216,359	0
51359 OVERTIME	352,760	456,507	341,244	355,060	355,060	0
53163 SICK LEAVE COVERAGE	6,770	7,761	15,853	14,250	14,250	0
53164 COURT TIME	14,200	15,366	14,200	15,400	15,400	0
TOTAL OVERTIME	373,730	479,634	371,297	384,710	384,710	0
<b>PERSONAL SERVICES TOTAL</b>	<b>4,052,396</b>	<b>4,049,429</b>	<b>4,133,806</b>	<b>4,127,412</b>	<b>4,127,412</b>	<b>0</b>
52101 OFFICE SUPPLIES	11,344	11,043	4,500	4,500	4,500	0
52103 PRINTING AND REPRODUC SUPPLIES	400	0	1,000	1,000	1,000	0
52106 BOOKS AND PERIODICALS	250	50	250	250	250	0
52113 CLEANING SUPPLIES	4,500	2,963	4,500	4,500	4,500	0
52115 HOUSEHOLD SUPPLIES	1,600	1,789	1,600	1,600	1,600	0
52123 HARDWARE	800	353	800	800	800	0
52125 PAINTING SUPPLIES	200	0	200	200	200	0
52138 SUPPLIES , AUTOMOTIVE	6,700	8,950	6,700	6,700	6,700	0
52142 TIRES, TUBES & CHAINS	6,600	7,893	7,600	7,600	7,600	0
52143 SMALL TOOLS & IMPLMT	100	0	100	100	100	0
52180 FOOD & GROCERIES	1,600	1,746	1,600	1,600	1,600	0
52181 PUBLIC SAFETY SUPPLY	14,700	23,945	15,500	15,500	15,500	0
52184 CLOTHING & UNIFORM	25,100	24,580	27,100	27,100	27,100	0
52186 SUPPLIES & MATERIALS	2,950	1,968	2,950	2,950	2,950	0
52217 AUXILIARY UNIFORMS/EQUIPMENT	3,500	1,959	3,500	3,500	3,500	0
TOTAL SUPPLIES & MATERIALS	80,344	87,238	77,900	77,900	77,900	0

POLICE	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
53101 PRINTING & STATIONERY	2,900	2,866	2,900	2,900	2,900	0
53107 POSTAGE	900	530	900	900	900	0
53110 TELEPHONE TOWN BLDGS	24,450	28,108	26,450	26,450	26,450	0
53115 ADVERTISING	150	0	150	150	150	0
53118 PROF SERVICES	15,000	6,634	16,000	16,000	16,000	0
53122 TRAVEL	2,200	2,097	2,200	2,200	2,200	0
53127 R&M AUTOMOTIVE	14,100	10,902	9,600	9,600	9,600	0
53128 COM R&M TOOLS & EQUIPMENT	25,400	25,587	33,000	33,000	33,000	0
53138 R&M BLDG & STRUCT	50	0	50	50	50	0
53143 AMBROSE/R&M BLDG & STRUC	3,500	1,737	3,500	3,500	3,500	0
53167 TUITION	19,000	21,674	15,000	15,000	15,000	0
TOTAL CONTRACTUAL SERVICES	107,650	100,136	109,750	109,750	109,750	0
54101 DUES AND MEMBERSHIPS	1,730	1,563	1,730	1,730	1,730	0
54115 MEDICAL, SURGICAL	1,000	0	1,000	1,000	1,000	0
54117 PAYMENTS TO MUNICIPALITIES	7,800	8,549	8,000	8,000	8,000	0
TOTAL CHARGES & OBLIGATIONS	10,530	10,112	10,730	10,730	10,730	0
<b>EXPENSES TOTAL</b>	<b>198,524</b>	<b>197,485</b>	<b>198,380</b>	<b>198,380</b>	<b>198,380</b>	<b>0</b>
55109 PUBLIC SAFETY	68,800	68,800	68,800	68,800	68,800	0
<b>EQUIPMENT TOTAL</b>	<b>68,800</b>	<b>68,800</b>	<b>68,800</b>	<b>68,800</b>	<b>68,800</b>	<b>0</b>
<b>POLICE TOTALS</b>	<b>4,319,720</b>	<b>4,315,714</b>	<b>4,400,986</b>	<b>4,394,592</b>	<b>4,394,592</b>	<b>0</b>

<b>POLICE ADMINISTRATION</b>	<b>FY15 Budget</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
51101 PERMANENT	247,716	248,453	255,365	237,947	237,947	
51145 HOLIDAY	5,919	5,937	6,070	5,317	5,317	
51155 SICKLV BUYBACK WOCA	2,823	2,908	2,995	2,995	2,995	
51157 SICKLV BUYBACK - SUPER OFFIC	160	0	0			
51158 SICKLV BUYBACK - POLICE OFFI	750	750	0			
51161 SICK LEAVE BUYBACK - NON UNION	0	0	15,750	750	750	
<b>TOTAL PERMANENT</b>	<b>257,368</b>	<b>258,048</b>	<b>280,180</b>	<b>247,009</b>	<b>247,009</b>	<b>0</b>
51359 OVERTIME	15,234	12,143	15,000	15,000	15,000	
51360 OT-SECTY	0	0	0	0	0	
53163 SICK LEAVE COVERAGE	0	0	0	0	0	
<b>TOTAL OVERTIME</b>	<b>15,234</b>	<b>12,143</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>0</b>
<b>PERSONAL SERVICES TOTAL</b>	<b>272,602</b>	<b>270,191</b>	<b>295,180</b>	<b>262,009</b>	<b>262,009</b>	<b>0</b>
52101 OFFICE SUPPLIES	4,000	3,816	4,500	4,500	4,500	
52106 BOOKS AND PERIODICALS	250	50	250	250	250	
52142 TIRES, TUBES & CHAINS	400	0	400	400	400	
52180 FOOD & GROCERIES	500	370	500	500	500	
52181 PUBLIC SAFETY SUPPLY	700	1,993	1,000	1,000	1,000	
52184 CLOTHING & UNIFORM	750	0	750	750	750	
52217 AUXILIARY UNIFORMS/EQUIPMENT	3,500	1,959	3,500	3,500	3,500	
<b>TOTAL SUPPLIES &amp; MATERIALS</b>	<b>10,100</b>	<b>8,188</b>	<b>10,900</b>	<b>10,900</b>	<b>10,900</b>	<b>0</b>
53101 PRINTING & STATIONERY	500	847	700	700	700	
53107 POSTAGE	600	530	600	600	600	
53115 ADVERTISING	150	0	150	150	150	
53118 PROF SERVICES	15,000	6,634	16,000	16,000	16,000	
53122 TRAVEL	400	150	400	400	400	
53167 TUITION	250	169	250	250	250	
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>16,900</b>	<b>8,330</b>	<b>18,100</b>	<b>18,100</b>	<b>18,100</b>	<b>0</b>
54101 DUES AND MEMBERSHIPS	1,480	1,563	1,480	1,480	1,480	
54102 RENTALS AND STORAGE	0	0	0	0	0	
<b>TOTAL CHARGES &amp; OBLIGATIONS</b>	<b>1,480</b>	<b>1,563</b>	<b>1,480</b>	<b>1,480</b>	<b>1,480</b>	<b>0</b>
<b>EXPENSES TOTAL</b>	<b>28,480</b>	<b>18,081</b>	<b>30,480</b>	<b>30,480</b>	<b>30,480</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>POLICE ADMINISTRATION TOTAL</b>	<b>301,082</b>	<b>288,272</b>	<b>325,660</b>	<b>292,489</b>	<b>292,489</b>	<b>0</b>

POLICE PATROL	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101 PERMANENT	2,267,983	2,272,367	2,333,197	2,349,679	2,349,679	
51145 HOLIDAY	96,749	94,437	96,890	97,076	97,076	
51157 SICKLV BUYBACK - SUPER OFFIC	48,129	40,567	50,501	45,206	45,206	
51158 SICKLV BUYBACK - POLICE OFFI	58,113	47,227	54,051	49,579	49,579	
TOTAL PERMANENT	2,470,974	2,454,599	2,534,639	2,541,540	2,541,540	0
51359 OVERTIME	248,796	322,758	235,514	247,500	247,500	
53163 SICK LEAVE COVERAGE	0	1,866	8,250	8,250	8,250	
51364 COURT TIME	13,000	13,994	13,000	14,000	14,000	
51365 OFF DUTY	0	0	0			
TOTAL OVERTIME	261,796	338,618	256,764	269,750	269,750	0
<b>PERSONAL SERVICES TOTAL</b>	<b>2,732,770</b>	<b>2,793,217</b>	<b>2,791,403</b>	<b>2,811,290</b>	<b>2,811,290</b>	<b>0</b>
52101 OFFICE SUPPLIES	7,344	7,227	0	0	0	0
52142 TIRES, TUBES & CHAINS	5,500	7,893	6,500	6,500	6,500	
52180 FOOD & GROCERIES	1,100	1,375	1,100	1,100	1,100	
52181 PUBLIC SAFETY SUPPLY	13,500	21,117	14,000	14,000	14,000	
52184 CLOTHING & UNIFORM	21,000	22,376	23,000	23,000	23,000	
52186 SUPPLIES & MATERIALS	200	74	200	200	200	
TOTAL SUPPLIES & MATERIALS	48,644	60,063	44,800	44,800	44,800	0
53101 PRINTING & STATIONERY	2,400	2,019	2,200	2,200	2,200	
53122 TRAVEL	800	1,292	800	800	800	
53128 COM R&M TOOLS&EQUIPMENT	15,000	14,165	15,000	15,000	15,000	
53167 TUITION	18,000	20,745	14,000	14,000	14,000	
TOTAL CONTRACTUAL SERVICES	36,200	38,221	32,000	32,000	32,000	0
54115 MEDICAL, SURGICAL	1,000	0	1,000	1,000	1,000	
TOTAL CHARGES & OBLIGATIONS	1,000	0	1,000	1,000	1,000	0
<b>EXPENSES TOTAL</b>	<b>85,844</b>	<b>98,284</b>	<b>77,800</b>	<b>77,800</b>	<b>77,800</b>	<b>0</b>
55109 PUBLIC SAFETY	68,800	68,800	68,800	68,800	68,800	
<b>EQUIPMENT TOTAL</b>	<b>68,800</b>	<b>68,800</b>	<b>68,800</b>	<b>68,800</b>	<b>68,800</b>	<b>0</b>
<b>POLICE PATROL TOTAL</b>	<b>2,887,414</b>	<b>2,960,301</b>	<b>2,938,003</b>	<b>2,957,890</b>	<b>2,957,890</b>	<b>0</b>

POLICE INVESTIGATION	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101 PERMANENT	313,265	274,811	320,317	322,361	322,361	
51145 HOLIDAY	12,785	11,309	13,371	13,456	13,456	
51157 SICKLV BUYBACK - SUPER OFFIC	5,863	5,543	5,866	5,923	5,923	
51158 SICKLV BUYBACK - POLICE OFFI	30,162	20,751	8,434	8,474	8,474	
TOTAL PERMANENT	362,075	312,414	347,988	350,214	350,214	0
51359 OVERTIME	17,430	29,226	18,000	18,000	18,000	
51364 COURT TIME	1,200	1,373	1,200	1,400	1,400	
TOTAL OVERTIME	18,630	30,599	19,200	19,400	19,400	0
<b>PERSONAL SERVICES TOTAL</b>	<b>380,705</b>	<b>343,013</b>	<b>367,188</b>	<b>369,614</b>	<b>369,614</b>	<b>0</b>
52103 PRINTING AND REPRODUC SUPPLI	400	0	1,000	1,000	1,000	
52142 TIRES, TUBES & CHAINS	600	0	600	600	600	
52181 PUBLIC SAFETY SUPPLY	500	835	500	500	500	
52184 CLOTHING & UNIFORM	1,500	0	1,500	1,500	1,500	
52186 SUPPLIES & MATERIALS	2,500	1,893	2,500	2,500	2,500	
TOTAL SUPPLIES & MATERIALS	5,500	2,728	6,100	6,100	6,100	0
53122 TRAVEL	1,000	655	1,000	1,000	1,000	
53166 TUITION	0	561	0	0	0	
53167 TUITION	750	760	750	750	750	
TOTAL CONTRACTUAL SERVICES	1,750	1,977	1,750	1,750	1,750	0
54101 DUES AND MEMBERSHIPS	250	0	250	250	250	
TOTAL CHARGES & OBLIGATIONS	250	0	250	250	250	0
<b>EXPENSES TOTAL</b>	<b>7,500</b>	<b>4,705</b>	<b>8,100</b>	<b>8,100</b>	<b>8,100</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>POLICE INVESTIGATION TOTAL</b>	<b>388,205</b>	<b>347,718</b>	<b>375,288</b>	<b>377,714</b>	<b>377,714</b>	<b>0</b>



POLICE COMMUNICATION		FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101	PERMANENT	239,447	256,458	243,686	244,833	244,833	
51145	HOLIDAY	2,000	2,492	2,000	3,000	3,000	
51161	SICKLV BUYBACK - NON UNION	2,250	1,625	2,250	2,250	2,250	
	TOTAL PERMANENT	243,697	260,575	247,936	250,083	250,083	0
51251	TEMPORARY	57,907	18,897	59,508	60,337	60,337	
	TOTAL TEMPORARY	57,907	18,897	59,508	60,337	60,337	0
51359	OVERTIME	55,700	80,195	56,830	58,660	58,660	
51363	SICK LEAVE COVERAGE	6,770	5,894	7,603	6,000	6,000	
	TOTAL OVERTIME	62,470	86,089	64,433	64,660	64,660	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>364,074</b>	<b>365,561</b>	<b>371,877</b>	<b>375,080</b>	<b>375,080</b>	<b>0</b>
52184	CLOTHING & UNIFORM	500	43	500	500	500	
	TOTAL SUPPLIES & MATERIALS	500	43	500	500	500	0
53110	TELEPHONE TOWN BLDGS	24,000	27,546	26,000	26,000	26,000	
53128	COM R&M TOOLS & EQUIPMENT	10,400	11,423	18,000	18,000	18,000	
	TOTAL CONTRACTUAL SERVICES	34,400	38,968	44,000	44,000	44,000	0
54117	PAYMETS TO MUNICIPALITIES	7,800	8,549	8,000	8,000	8,000	
	TOTAL CHARGES & OBLIGATIONS	7,800	8,549	8,000	8,000	8,000	0
	<b>EXPENSES TOTAL</b>	<b>42,700</b>	<b>47,560</b>	<b>52,500</b>	<b>52,500</b>	<b>52,500</b>	<b>0</b>
	<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>POLICE COMMUNICATION TOTAL</b>		<b>406,774</b>	<b>413,121</b>	<b>424,377</b>	<b>427,580</b>	<b>427,580</b>	<b>0</b>

<b>POLICE MAINTENANCE</b>	<b>FY15 Budget</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
51101 PERMANENT	22,462	22,434	22,994	23,088	23,088	
51158 SICKLV BUYBACK - POLICE OFFI	0	0	0	0	0	
TOTAL PERMANENT	22,462	22,434	22,994	23,088	23,088	0
51359 OVERTIME	2,460	548	2,460	2,460	2,460	
TOTAL OVERTIME	2,460	548	2,460	2,460	2,460	0
<b>PERSONAL SERVICES TOTAL</b>	<b>24,922</b>	<b>22,982</b>	<b>25,454</b>	<b>25,548</b>	<b>25,548</b>	<b>0</b>
52113 CLEANING SUPPLIES	4,500	2,963	4,500	4,500	4,500	
52115 HOUSEHOLD SUPPLIES	1,500	1,789	1,500	1,500	1,500	
52123 HARDWARE	700	353	700	700	700	
52125 PAINTING SUPPLIES	200	0	200	200	200	
52138 SUPPLIES, AUTOMOBILE	6,500	8,950	6,500	6,500	6,500	
52143 SMALL TOOLS & IMPLMT	100	0	100	100	100	
TOTAL SUPPLIES & MATERIALS	13,500	14,055	13,500	13,500	13,500	0
53127 R&M AUTOMOTIVE	14,000	10,902	9,500	9,500	9,500	
53143 AMBROSE/R&M BLDG & STRUC	3,500	1,737	3,500	3,500	3,500	
TOTAL CONTRACTUAL SERVICES	17,500	12,639	13,000	13,000	13,000	0
<b>EXPENSES TOTAL</b>	<b>31,000</b>	<b>26,694</b>	<b>26,500</b>	<b>26,500</b>	<b>26,500</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>POLICE MAINTENANCE TOTAL</b>	<b>55,922</b>	<b>49,676</b>	<b>51,954</b>	<b>52,048</b>	<b>52,048</b>	<b>0</b>

SCHOOL TRAFFIC		FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101 PERMANENT		110,257	56,265	109,293	78,919	78,919	
	TOTAL PERMANENT	110,257	56,265	109,293	78,919	78,919	0
51251 TEMPORARY		119,346	152,097	124,643	156,022	156,022	
	TOTAL TEMPORARY	119,346	152,097	124,643	156,022	156,022	0
51359 OVERTIME		1,500	511	1,500	1,500	1,500	
	TOTAL OVERTIME	1,500	511	1,500	1,500	1,500	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>231,103</b>	<b>208,873</b>	<b>235,436</b>	<b>236,441</b>	<b>236,441</b>	<b>0</b>
52184 CLOTHING & UNIFORMS		1,000	1,608	1,000	1,000	1,000	
	TOTAL SUPPLIES & MATERIALS	1,000	1,608	1,000	1,000	1,000	0
	<b>EXPENSES TOTAL</b>	<b>1,000</b>	<b>1,608</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>
	<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>SCHOOL TRAFFIC TOTAL</b>		<b>232,103</b>	<b>210,481</b>	<b>236,436</b>	<b>237,441</b>	<b>237,441</b>	<b>0</b>

<b>DOG CONTROL</b>	<b>FY15 Budget</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
51101 PERMANENT	33,830	33,815	34,578	34,740	34,740	
51161 SICK LEAVE BUYBACK NON UNION	750	650	750	750	750	
TOTAL PERMANENT	34,580	34,465	35,328	35,490	35,490	0
51359 OVERTIME	11,640	11,126	11,940	11,940	11,940	
TOTAL OVERTIME	11,640	11,126	11,940	11,940	11,940	0
<b>PERSONAL SERVICES TOTAL</b>	<b>46,220</b>	<b>45,591</b>	<b>47,268</b>	<b>47,430</b>	<b>47,430</b>	<b>0</b>
52115 HOUSEHOLD SUPPLIES	100	0	100	100	100	
52123 HARDWARE	100	0	100	100	100	
52138 SUPPLIES, AUTOMOBILE	200	0	200	200	200	
52142 TIRES, TUBES & CHAINS	100	0	100	100	100	
52143 SMALL TOOLS & IMPLMT	0	0	0	0	0	
52184 CLOTHING & UNIFORMS	350	553	350	350	350	
52186 SUPPLIES & MATERIALS	250	0	250	250	250	
TOTAL SUPPLIES & MATERIALS	1,100	553	1,100	1,100	1,100	0
53107 POSTAGE	300	0	300	300	300	
53110 TELEPHONE TOWN BLDGS	450	562	450	450	450	
53127 R&M AUTOMOTIVE	100	0	100	100	100	
53138 R&M BLDG & STRUCT	50	0	50	50	50	
TOTAL CONTRACTUAL SERVICES	900	562	900	900	900	0
TOTAL CHARGES & OBLIGATIONS	0	0	0	0	0	0
<b>EXPENSES TOTAL</b>	<b>2,000</b>	<b>1,115</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DOG CONTROL TOTAL</b>	<b>48,220</b>	<b>46,706</b>	<b>49,268</b>	<b>49,430</b>	<b>49,430</b>	<b>0</b>

FIRE	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101 PERMANENT	3,390,515	3,296,340	3,528,016	3,492,899	3,492,899	0
51145 HOLIDAY	169,654	133,851	187,855	183,648	183,648	0
51155 SICKLV BUYBACK WOCA	3,242	3,127	3,106	3,166	3,166	0
51157 SICKLV BUYBACK - SUPER OFFIC	142,116	105,554	134,140	160,470	160,470	0
51159 SICKLV BUYBACK - FIREFIGHTER	7,127	6,377	6,832	6,832	6,832	0
51161 SICK LEAVE BUYBACK - NON UNION	0	750	750	750	750	0
51901 CLOTHING ALLOWANCE	19,725	0	24,750	27,600	27,600	0
TOTAL PERMANENT	3,732,379	3,545,999	3,885,449	3,875,365	3,875,365	0
51359 OVERTIME	338,384	536,460	338,755	359,115	359,115	0
53163 SICK LEAVE COVERAGE	46,861	0	50,610	50,610	50,610	0
TOTAL OVERTIME	385,245	536,460	389,365	409,725	409,725	0
<b>PERSONAL SERVICES TOTAL</b>	<b>4,117,624</b>	<b>4,082,458</b>	<b>4,274,814</b>	<b>4,285,090</b>	<b>4,285,090</b>	<b>0</b>
52101 OFFICE SUPPLIES	8,500	8,432	8,500	8,500	8,500	0
52103 PRINTING AND REPRODUC SUPPLIES	400	316	400	400	400	0
52105 COMPUTER SUPPLIES	1,000	967	1,000	1,000	1,000	0
52106 BOOKS AND PERIODICALS	1,000	80	1,000	1,000	1,000	0
52113 CLEANING SUPPLIES	2,000	1,996	2,000	2,000	2,000	0
52115 HOUSEHOLD SUPPLIES	1,200	709	1,200	1,200	1,200	0
52116 ELECTRICAL SUPPLIES	740	713	740	740	740	0
52117 FIRE ALARM SUPPLIES	11,000	9,963	11,000	11,000	11,000	0
52123 HARDWARE	300	240	300	300	300	0
52125 PAINTING SUPPLIES	600	270	600	600	600	0
52127 PLUMBING, HEATING & VENTILAT	200	144	200	200	200	0
52138 SUPPLIES , AUTOMOTIVE	18,900	12,260	18,900	18,900	18,900	0
52142 TIRES, TUBES & CHAINS	3,600	2,292	3,600	3,600	3,600	0
52143 SMALL TOOLS & IMPLMT	1,600	1,401	1,600	1,600	1,600	0
52179 MEDICAL & DENTAL	24,434	24,399	24,434	34,434	34,434	0
52181 PUBLIC SAFETY SUPPLY	8,000	6,992	8,000	8,000	8,000	0
52184 CLOTHING & UNIFORM	33,900	12,997	21,000	21,000	21,000	0
52186 SUPPLIES & MATERIALS	1,400	1,145	1,400	1,400	1,400	0
TOTAL SUPPLIES & MATERIALS	118,774	85,316	105,874	115,874	115,874	0

FIRE	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
53101 PRINTING & STATIONERY	1,350	1,280	1,350	1,350	1,350	0
53107 POSTAGE	300	300	300	300	300	0
53110 TELEPHONE TOWN BLDGS	15,000	14,600	15,000	15,000	15,000	0
53115 ADVERTISING	200	0	200	200	200	0
53118 PROF SERVICES	10,000	9,430	10,000	10,000	10,000	0
53122 TRAVEL	2,000	991	2,000	2,000	2,000	0
53124 CLEAN & SANITARY	1,000	942	1,000	1,000	1,000	0
53127 R&M AUTOMOTIVE	6,750	6,577	6,750	6,750	6,750	0
53128 COM R&M TOOLS & EQUIPMENT	3,500	2,477	3,500	3,500	3,500	0
53138 R&M BLDG & STRUCT	3,000	2,306	3,000	3,000	3,000	0
53160 R&M ALARM	750	512	750	750	750	0
53166 TUITION	34,000	27,551	34,000	34,000	34,000	0
53172 CONTRACTUAL SERVICES	27,200	26,714	40,700	40,700	40,700	0
53303 LICENSE REIMBURSEMENT	2,000	1,010	2,000	2,000	2,000	0
TOTAL CONTRACTUAL SERVICES	107,050	94,691	120,550	120,550	120,550	0
54101 DUES AND MEMBERSHIPS	1,650	1,549	1,650	1,650	1,650	0
54102 RENTALS AND STORAGE	500	475	500	500	500	0
54115 MEDICAL, SURGICAL	1,000	869	1,000	1,000	1,000	0
TOTAL CHARGES & OBLIGATIONS	3,150	2,893	3,150	3,150	3,150	0
<b>EXPENSES TOTAL</b>	<b>228,974</b>	<b>182,900</b>	<b>229,574</b>	<b>239,574</b>	<b>239,574</b>	<b>0</b>
55101 FURNITURE AND FIXTURES	500	500	500	500	500	0
55103 OFFICE EQUIPMENT	500	494	500	500	500	0
55109 PUBLIC SAFETY	24,000	23,335	26,500	46,500	46,500	0
55112 EQUIPMENT, NOT OTHERWISE CLA	5,000	5,000	5,000	5,000	5,000	0
<b>EQUIPMENT TOTAL</b>	<b>30,000</b>	<b>29,329</b>	<b>32,500</b>	<b>52,500</b>	<b>52,500</b>	<b>0</b>
<b>FIRE TOTALS</b>	<b>4,376,598</b>	<b>4,294,688</b>	<b>4,536,888</b>	<b>4,577,164</b>	<b>4,577,164</b>	<b>0</b>

FIRE ADMINISTRATION	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101 PERMANENT	193,265	193,862	197,942	198,713	198,713	
51145 HOLIDAY	5,529	5,426	5,431	5,595	5,595	
51155 SICKLV BUYBACK WOCA	3,242	3,127	3,106	3,166	3,166	
51159 SICKLV BUYBACK - FIREFIGHTER	750	0	0	0	0	
51161 SICKLV BUYBACK - NON UNION	0	750	750	750	750	
51901 CLOTHING ALLOWANCE	600	0	600	600	600	
TOTAL PERMANENT	203,386	203,165	207,829	208,824	208,824	0
51359 OVERTIME	3,000	895	3,000	3,000	3,000	
TOTAL OVERTIME	3,000	895	3,000	3,000	3,000	0
<b>PERSONAL SERVICES TOTAL</b>	<b>206,386</b>	<b>204,060</b>	<b>210,829</b>	<b>211,824</b>	<b>211,824</b>	<b>0</b>
52101 OFFICE SUPPLIES	250	228	250	250	250	
52103 PRINTING AND REPRODUC SUPPLIES	400	316	400	400	400	
52105 COMPUTER SUPPLIES	1,000	967	1,000	1,000	1,000	
52186 SUPPLIES & MATERIALS	200	148	200	200	200	
TOTAL SUPPLIES & MATERIALS	1,850	1,660	1,850	1,850	1,850	0
53101 PRINTING & STATIONERY	300	275	300	300	300	
53107 POSTAGE	200	200	200	200	200	
53115 ADVERTISING	200	0	200	200	200	
53122 TRAVEL	400	20	400	400	400	
53128 COM R&M TOOLS & EQUIPMENT	800	794	800	800	800	
TOTAL CONTRACTUAL SERVICES	1,900	1,288	1,900	1,900	1,900	0
54101 DUES AND MEMBERSHIPS	1,050	1,019	1,050	1,050	1,050	
54115 MEDICAL, SURGICAL	1,000	869	1,000	1,000	1,000	
TOTAL CHARGES & OBLIGATIONS	2,050	1,888	2,050	2,050	2,050	0
<b>EXPENSES TOTAL</b>	<b>5,800</b>	<b>4,836</b>	<b>5,800</b>	<b>5,800</b>	<b>5,800</b>	<b>0</b>
55101 FURNITURE AND FIXTURES	500	500	500	500	500	
55103 OFFICE EQUIPMENT	500	494	500	500	500	
<b>EQUIPMENT TOTAL</b>	<b>1,000</b>	<b>994</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>
<b>FIRE ADMINISTRATION TOTAL</b>	<b>213,186</b>	<b>209,890</b>	<b>217,629</b>	<b>218,624</b>	<b>218,624</b>	<b>0</b>

FIRE FIGHTERS	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101 PERMANENT	3,081,546	2,987,715	3,213,762	3,176,029	3,176,029	
51145 HOLIDAY	159,448	123,749	177,414	173,043	173,043	
51159 SICKLV BUYBACK - FIREFIGHTER	142,116	105,554	134,140	160,470	160,470	
51901 CLOTHING ALLOWANCE	19,125	0	24,150	27,000	27,000	
TOTAL PERMANENT	3,402,235	3,217,017	3,549,466	3,536,542	3,536,542	0
51359 OVERTIME	299,184	488,314	295,795	315,795	315,795	
51363 SICK LEAVE COVERAGE	46,861	0	50,610	50,610	50,610	
TOTAL OVERTIME	346,045	488,314	346,405	366,405	366,405	0
<b>PERSONAL SERVICES TOTAL</b>	<b>3,748,280</b>	<b>3,705,331</b>	<b>3,895,871</b>	<b>3,902,947</b>	<b>3,902,947</b>	<b>0</b>
52179 MEDICAL & DENTAL	8,000	7,954	8,000	8,000	8,000	
52181 PUBLIC SAFETY SUPPLY	6,000	5,463	6,000	6,000	6,000	
52184 CLOTHING & UNIFORM	32,900	11,997	20,000	20,000	20,000	
52186 SUPPLIES & MATERIALS	900	899	900	900	900	
TOTAL SUPPLIES & MATERIALS	47,800	26,314	34,900	34,900	34,900	0
53101 PRINTING & STATIONERY	300	300	300	300	300	
53122 TRAVEL	1,000	631	1,000	1,000	1,000	
53166 TUITION	6,000	4,866	6,000	6,000	6,000	
53172 CONTRACTUAL SERVICES	4,200	4,200	4,200	4,200	4,200	
53303 LICENSE REIMBURSEMENT	2,000	1,010	2,000	2,000	2,000	
TOTAL CONTRACTUAL SERVICES	13,500	11,006	13,500	13,500	13,500	0
54102 RENTALS AND STORAGE	500	475	500	500	500	
TOTAL CHARGES & OBLIGATIONS	500	475	500	500	500	0
<b>EXPENSES TOTAL</b>	<b>61,800</b>	<b>37,795</b>	<b>48,900</b>	<b>48,900</b>	<b>48,900</b>	<b>0</b>
55109 PUBLIC SAFETY	16,000	16,000	16,000	36,000	36,000	
<b>EQUIPMENT TOTAL</b>	<b>16,000</b>	<b>16,000</b>	<b>16,000</b>	<b>36,000</b>	<b>36,000</b>	<b>0</b>
<b>FIRE FIGHTER TOTAL</b>	<b>3,826,080</b>	<b>3,759,127</b>	<b>3,960,771</b>	<b>3,987,847</b>	<b>3,987,847</b>	<b>0</b>



FIRE PREVENTION		FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101	PERMANENT	94,404	96,728	94,731	97,467	97,467	
51145	HOLIDAY	4,677	4,676	5,010	5,010	5,010	
51159	SICKLV BUYBACK - FIRE FIGHTER	6,377	6,377	6,832	6,832	6,832	
	TOTAL PERMANENT	105,458	107,781	106,573	109,309	109,309	0
51359	OVERTIME	4,200	4,137	4,320	4,320	4,320	
	TOTAL OVERTIME	4,200	4,137	4,320	4,320	4,320	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>109,658</b>	<b>111,918</b>	<b>110,893</b>	<b>113,629</b>	<b>113,629</b>	<b>0</b>
52101	OFFICE SUPPLIES	150	150	150	150	150	
52106	BOOKS AND PERIODICALS	1,000	80	1,000	1,000	1,000	
52181	PUBLIC SAFETY SUPPLY	2,000	1,528	2,000	2,000	2,000	
	TOTAL SUPPLIES & MATERIALS	3,150	1,758	3,150	3,150	3,150	0
53101	PRINTING & STATIONERY	350	350	350	350	350	
53107	POSTAGE	100	100	100	100	100	
53122	TRAVEL	500	240	500	500	500	
	TOTAL CONTRACTUAL SERVICES	950	690	950	950	950	0
54101	DUES AND MEMBERSHIPS	400	330	400	400	400	
	TOTAL CHARGES & OBLIGATIONS	400	330	400	400	400	0
	<b>EXPENSES TOTAL</b>	<b>4,500</b>	<b>2,778</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>	<b>0</b>
	<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FIRE PREVENTION TOTAL</b>		<b>114,158</b>	<b>114,697</b>	<b>115,393</b>	<b>118,129</b>	<b>118,129</b>	<b>0</b>

FIRE COMMUNICATION		FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101 PERMANENT		8,038	4,217	7,425	7,425	7,425	
	TOTAL PERMANENT	8,038	4,217	7,425	7,425	7,425	0
51359 OVERTIME		16,000	25,804	17,280	17,280	17,280	
	TOTAL OVERTIME	16,000	25,804	17,280	17,280	17,280	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>24,038</b>	<b>30,021</b>	<b>24,705</b>	<b>24,705</b>	<b>24,705</b>	<b>0</b>
52101 OFFICE SUPPLIES		100	100	100	100	100	
52117 FIRE ALARM SUPPLIES		11,000	9,963	11,000	11,000	11,000	
52143 SMALL TOOLS & IMPLMT		1,100	792	1,100	1,100	1,100	
	TOTAL SUPPLIES & MATERIALS	12,200	10,855	12,200	12,200	12,200	0
53110 TELEPHONE TOWN BLDGS		15,000	14,600	15,000	15,000	15,000	
53122 TRAVEL		100	100	100	100	100	
53127 R&M AUTOMOTIVE		250	248	250	250	250	
53128 COM R&M TOOLS & EQUIPMENT		1,500	1,354	1,500	1,500	1,500	
53160 R&M ALARM		750	512	750	750	750	
53172 CONTRACTUAL SERVICE		0	0	13,500	13,500	13,500	
	TOTAL CONTRACTUAL SERVICES	17,600	16,814	31,100	31,100	31,100	0
54101 DUES AND MEMBERSHIPS		200	200	200	200	200	
	TOTAL CHARGES & OBLIGATIONS	200	200	200	200	200	0
	<b>EXPENSES TOTAL</b>	<b>30,000</b>	<b>27,869</b>	<b>43,500</b>	<b>43,500</b>	<b>43,500</b>	<b>0</b>
55112 EQUIPMENT, NOT OTHERWISE CLA		5,000	5,000	5,000	5,000	5,000	
	<b>EQUIPMENT TOTAL</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>0</b>
<b>FIRE COMMUNICATION TOTAL</b>		<b>59,038</b>	<b>62,890</b>	<b>73,205</b>	<b>73,205</b>	<b>73,205</b>	<b>0</b>

FIRE MAINTENANCE		FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101	PERMANENT	7,797	8,235	8,315	8,315	8,315	
	TOTAL PERMANENT	7,797	8,235	8,315	8,315	8,315	0
51359	OVERTIME	9,000	9,955	9,720	9,720	9,720	
	TOTAL OVERTIME	9,000	9,955	9,720	9,720	9,720	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>16,797</b>	<b>18,190</b>	<b>18,035</b>	<b>18,035</b>	<b>18,035</b>	<b>0</b>
52113	CLEANING SUPPLIES	2,000	1,996	2,000	2,000	2,000	
52115	HOUSEHOLD SUPPLIES	1,200	709	1,200	1,200	1,200	
52116	ELECTRICAL SUPPLIES	740	713	740	740	740	
52123	HARDWARE	300	240	300	300	300	
52125	PAINTING SUPPLIES	600	270	600	600	600	
52127	PLUMBING, HEATING & VENTILAT	200	144	200	200	200	
52138	SUPPLIES, AUTOMOBILE	16,600	10,026	16,600	16,600	16,600	
52142	TIRES, TUBES & CHAINS	3,000	1,693	3,000	3,000	3,000	
52143	SMALL TOOLS & IMPLMT	300	300	300	300	300	
52186	SUPPLIES & MATERIALS	300	98	300	300	300	
	TOTAL SUPPLIES & MATERIALS	25,240	16,188	25,240	25,240	25,240	0
53118	PROF SERVICES	0	610	0	0	0	0
53124	CLEAN & SANITARY	1,000	942	1,000	1,000	1,000	
53127	R&M AUTOMOTIVE	6,500	6,329	6,500	6,500	6,500	
53128	COM R&M TOOLS & EQUIPMENT	1,200	330	1,200	1,200	1,200	
53138	R&M BLDG & STRUCTURE	3,000	2,306	3,000	3,000	3,000	
53172	CONTRACTUAL SERVICE	11,000	10,535	11,000	11,000	11,000	
	TOTAL CONTRACTUAL SERVICES	22,700	21,052	22,700	22,700	22,700	0
	<b>EXPENSES TOTAL</b>	<b>47,940</b>	<b>37,240</b>	<b>47,940</b>	<b>47,940</b>	<b>47,940</b>	<b>0</b>
55109	PUBLIC SAFETY	3,000	2,335	3,000	3,000	3,000	
	<b>EQUIPMENT TOTAL</b>	<b>3,000</b>	<b>2,335</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>0</b>
	<b>FIRE MAINTENANCE TOTAL</b>	<b>67,737</b>	<b>57,765</b>	<b>68,975</b>	<b>68,975</b>	<b>68,975</b>	<b>0</b>

FIRE AMBULANCE		FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101	PERMANENT	5,465	5,583	5,841	4,950	4,950	
	TOTAL PERMANENT	5,465	5,583	5,841	4,950	4,950	0
51359	OVERTIME	7,000	7,355	8,640	9,000	9,000	
	TOTAL OVERTIME	7,000	7,355	8,640	9,000	9,000	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>12,465</b>	<b>12,938</b>	<b>14,481</b>	<b>13,950</b>	<b>13,950</b>	<b>0</b>
52138	SUPPLIES, AUTOMOBILE	2,300	2,234	2,300	2,300	2,300	
52142	TIRES, TUBES & CHAINS	600	599	600	600	600	
52143	SMALL TOOLS & IMPLMT	200	309	200	200	200	
52179	MEDICAL & DENTAL	24,434	24,399	24,434	34,434	34,434	
52184	CLOTHING & UNIFORM	1,000	1,000	1,000	1,000	1,000	
	TOTAL SUPPLIES & MATERIALS	28,534	28,541	28,534	38,534	38,534	0
53101	PRINTING & STATIONERY	400	356	400	400	400	
53118	PROFESSIONAL SERVICES	10,000	8,820	10,000	10,000	10,000	
53166	TUITION	28,000	22,685	28,000	28,000	28,000	
53172	CONTRACTUAL SERVICE	12,000	11,979	12,000	12,000	12,000	
	TOTAL CONTRACUTAL SERVICES	50,400	43,840	50,400	50,400	50,400	0
	<b>EXPENSES TOTAL</b>	<b>78,934</b>	<b>72,380</b>	<b>78,934</b>	<b>88,934</b>	<b>88,934</b>	<b>0</b>
55109	PUBLIC SAFETY	5,000	5,000	7,500	7,500	7,500	
	<b>EQUIPMENT TOTAL</b>	<b>5,000</b>	<b>5,000</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>0</b>
	<b>FIRE AMBULANCE TOTAL</b>	<b>96,399</b>	<b>90,318</b>	<b>100,915</b>	<b>110,384</b>	<b>110,384</b>	<b>0</b>

SEALER OF WEIGHTS & MEASURES		FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101	PERMANENT	7,543	6,550	7,582	7,401	7,401	
	TOTAL PERMANENT	7,543	6,550	7,582	7,401	7,401	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>7,543</b>	<b>6,550</b>	<b>7,582</b>	<b>7,401</b>	<b>7,401</b>	<b>0</b>
52101	OFFICE SUPPLIES	170	165	170	170	170	
52143	SMALL TOOLS & IMPLMT	1,102	968	1,102	1,102	1,102	
	TOTAL SUPPLIES & MATERIALS	1,272	1,133	1,272	1,272	1,272	0
53117	AUTO ALLOWANCE	150	150	150	150	150	
53166	TUITION	350	0	350	350	350	
	TOTAL CONTRACTUAL SERVICES	500	150	500	500	500	0
54101	DUES AND MEMBERSHIPS	250	165	250	250	250	
	TOTAL CHARGES & OBLIGATIONS	250	165	250	250	250	0
	<b>EXPENSES TOTAL</b>	<b>2,022</b>	<b>1,447</b>	<b>2,022</b>	<b>2,022</b>	<b>2,022</b>	<b>0</b>
	<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>SEALER OF WEIGHTS &amp; MEASURES TOTAL</b>		<b>9,565</b>	<b>7,998</b>	<b>9,604</b>	<b>9,423</b>	<b>9,423</b>	<b>0</b>

DPW ADMINISTRATION		FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101	PERMANENT	317,434	318,653	320,365	329,428	329,428	
	TOTAL PERMANENT	317,434	318,653	320,365	329,428	329,428	0
51359	OVERTIME	1,050	381	1,100	1,100	1,100	
	TOTAL OVERTIME	1,050	381	1,100	1,100	1,100	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>318,484</b>	<b>319,034</b>	<b>321,465</b>	<b>330,528</b>	<b>330,528</b>	<b>0</b>
52101	OFFICE SUPPLIES	2,400	1,109	2,400	2,400	2,400	
52103	PRINTING AND REPRODUC SUPPLIES	300	0	300	300	300	
52106	BOOKS AND PERIODICALS	300	0	300	300	300	
52186	SUPPLIES & MATERIALS	1,000	1,787	1,000	1,000	1,000	
	TOTAL SUPPLIES & MATERIALS	4,000	2,896	4,000	4,000	4,000	0
53101	PRINTING & STATIONERY	400	190	400	400	400	
53110	TELEPHONE	3,300	3,389	3,300	3,300	3,300	
53115	ADVERTISING	2,000	1,998	2,000	2,000	2,000	
53118	PROF SERVICES	2,000	854	2,000	2,000	2,000	
53122	TRAVEL	300	0	300	300	300	
53166	TUITION	1,300	0	1,300	1,300	1,300	
53172	CONTRACTUAL SERVICE	3,500	5,004	3,500	3,500	3,500	
	TOTAL CONTRACTUAL SERVICES	12,800	11,435	12,800	12,800	12,800	0
54101	DUES AND MEMBERSHIPS	300	200	300	300	300	
54102	RENTALS AND STORAGE	3,500	165	3,500	3,500	3,500	
	TOTAL CHARGES & OBLIGATIONS	3,800	365	3,800	3,800	3,800	0
	<b>EXPENSES TOTAL</b>	<b>20,600</b>	<b>14,696</b>	<b>20,600</b>	<b>20,600</b>	<b>20,600</b>	<b>0</b>
	<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DPW ADMINISTRATION TOTAL</b>		<b>339,084</b>	<b>333,730</b>	<b>342,065</b>	<b>351,128</b>	<b>351,128</b>	<b>0</b>

DPW MAINTENANCE	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101 PERMANENT	834,818	774,809	858,523	881,075	881,075	
51155 SICKLV BUYBACK WOCA	1,500	0	1,500	1,500	1,500	
51160 SICK LEAVE BUYBACK - DPW	1,275	1,969	1,275	1,275	1,275	
51161 SICKLV BUYBACK - NON UNION	750	500	750	750	750	
TOTAL PERMANENT	838,343	777,277	862,048	884,600	884,600	0
51251 TEMPORARY	10,000	10,836	10,000	10,000	10,000	
TOTAL TEMPORARY	10,000	10,836	10,000	10,000	10,000	0
51359 OVERTIME	50,400	82,149	64,400	64,400	64,400	
53165 OFF DUTY	7,000	12,408	15,000	15,000	15,000	
TOTAL OVERTIME	57,400	94,558	79,400	79,400	79,400	0
<b>PERSONAL SERVICES TOTAL</b>	<b>905,743</b>	<b>882,671</b>	<b>951,448</b>	<b>974,000</b>	<b>974,000</b>	<b>0</b>
52112 FLAGS	400	0	400	400	400	
52116 ELECTRICAL SUPPLIES	1,300	4,692	1,300	1,300	1,300	
52123 HARDWARE	2,200	2,079	2,200	2,200	2,200	
52125 PAINTING SUPPLIES	2,000	7,534	5,000	5,000	5,000	
52126 ATHLETIC RECREATIONAL	3,500	2,693	3,500	3,500	3,500	
52128 BITUMINOUS PRODUCTS	20,000	23,816	20,000	20,000	20,000	
52129 MASONRY SUPPLIES	2,500	1,980	2,500	2,500	2,500	
52130 SAND, GRAVEL & LOAM	10,000	7,194	10,000	10,000	10,000	
52131 STONE	1,000	32	1,000	1,000	1,000	
52133 READY MIX CONCRETE	15,000	3,303	15,000	15,000	15,000	
52134 LUMBER AND WOOD PRODUCTS	2,300	1,384	2,300	2,300	2,300	
52135 IRON CASTINGS	750	0	750	750	750	
52136 AGRICULTURE AND HORTICULTURE	38,000	32,118	38,000	38,000	38,000	
52137 SUPPLIES, SMALL EQUIPMENT	3,500	6,352	3,500	3,500	3,500	
52138 SUPPLIES, AUTOMOBILE	259	728	259	259	259	
52140 GAIL OIL & LUBES	0	0	0	0	0	
52143 SMALL TOOLS & IMPLMT	1,500	818	1,500	1,500	1,500	
52153 CHEMICALS	1,000	0	1,000	1,000	1,000	
52155 PIPE & FITTINGS	3,500	1,403	3,500	3,500	3,500	
52176 RECREATIONAL SUPPLIES	5,000	326	5,000	5,000	5,000	
52181 PUBLIC SAFETY SUPPLIES	15,000	27,020	15,000	15,000	15,000	
52184 CLOTHING & UNIFORMS	8,000	5,839	8,000	8,000	8,000	
52186 SUPPLIES & MATERIALS	6,482	19,900	6,482	6,482	6,482	
TOTAL SUPPLIES & MATERIALS	143,191	149,211	146,191	146,191	146,191	0

DPW MAINTENANCE	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
53110 TELEPHONE	2,500	1,841	2,500	2,500	2,500	
53115 ADVERTISING	0	111	0	0	0	
53118 PROF SERVICES	185,063	170,345	185,063	185,063	185,063	
53125 LANDSCAPING	1,200	0	1,200	1,200	1,200	
53126 HIRED EQUIPMENT	13,000	9,405	13,000	13,000	13,000	
53128 COM R&M TOOLS & EQUIPMENT	7,222	0	7,222	7,222	7,222	
53166 TUITION	500	75	500	500	500	
53303 LICENSE REIMBURESEMENT	1,500	460	1,500	1,500	1,500	
TOTAL CONTRACTUAL SERVICES	210,985	182,237	210,985	210,985	210,985	0
54101 DUES AND MEMBERSHIPS	250	155	250	250	250	
54126 CURRENT CHARGES	341	341	341	341	341	
TOTAL CHARGES & OBLIGATIONS	591	496	591	591	591	0
<b>EXPENSES TOTAL</b>	<b>354,767</b>	<b>331,945</b>	<b>357,767</b>	<b>357,767</b>	<b>357,767</b>	<b>0</b>
55111 LANDSCAPING EQUIPMENT	19,500	18,271	19,500	19,500	19,500	
<b>EQUIPMENT TOTAL</b>	<b>19,500</b>	<b>18,271</b>	<b>19,500</b>	<b>19,500</b>	<b>19,500</b>	<b>0</b>
<b>DPW MAINTENANCE TOTAL</b>	<b>1,280,010</b>	<b>1,232,887</b>	<b>1,328,715</b>	<b>1,351,267</b>	<b>1,351,267</b>	<b>0</b>



DPW BUILDING	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101 PERMANENT	477,823	451,053	473,158	488,441	488,441	
51113 CUSTODIANS	1,140,555	1,113,427	1,181,773	1,219,888	1,219,888	
51160 SICK LEAVE BUYBACK - DPW	6,150	2,250	6,150	6,150	6,150	
TOTAL PERMANENT	1,624,528	1,566,729	1,661,081	1,714,479	1,714,479	0
51251 TEMPORARY	12,000	7,128	12,000	12,000	12,000	
TOTAL TEMPORARY	12,000	7,128	12,000	12,000	12,000	0
51359 OVERTIME	102,674	139,106	102,674	112,674	112,674	
TOTAL OVERTIME	102,674	139,106	102,674	112,674	112,674	0
<b>PERSONAL SERVICES TOTAL</b>	<b>1,739,202</b>	<b>1,712,963</b>	<b>1,775,755</b>	<b>1,839,153</b>	<b>1,839,153</b>	<b>0</b>
52113 CLEANING SUPPLIES	100,000	0	0	0	0	
52114 CUST SUP N CONS	0	82,685	100,000	105,000	105,000	
52115 HOUSEHOLD SUPPLIES	31,043	0	31,043	0	0	
52116 ELECTRICAL SUPPLIES	8,500	17,271	8,500	31,043	31,043	
52123 HARDWARE	5,000	9,739	5,000	8,500	8,500	
52125 PAINTING SUPPLIES	0	1,692	0	5,000	5,000	
52126 ATHLETIC RECREATIONAL	5,000	0	5,000	0	0	
52127 PLUMBING, HEATING & VENTILAT	0	6,974	1,000	5,000	5,000	
52130 SAND, GRAVEL & LOAM	1,000	32	0	0	0	
52134 LUMBER AND WOOD PRODUCTS	0	1,131	0	1,000	1,000	
52136 AGRICULTURE AND HORTICULTURE	15,000	0	0	0	0	
52137 SUPPLIES, SMALL EQUIPMENT	2,000	3,280	15,000	15,000	15,000	
52143 SMALL TOOLS & IMPLMT	0	4,237	2,000	2,000	2,000	
52176 RECREATIONAL SUPPLIES	600	0	0	0	0	
52179 MEDICAL & DENTAL	9,000	0	0	0	0	
52184 CLOTHING & UNIFORMS	2,000	8,250	9,000	9,000	9,000	
52186 SUPPLIES & MATERIALS	0	2,591	2,000	9,000	9,000	
TOTAL SUPPLIES & MATERIALS	179,143	137,881	178,543	190,543	190,543	0

DPW BUILDING	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
53110 TELEPHONE TOWN BLDS	13,000	12,761	13,000	13,000	13,000	
53115 ADVERTISING	500	0	500	500	500	
53118 PROF SERVICES	95,538	98,061	100,000	120,000	120,000	
53126 HIRED EQUIPMENT	1,000	0	1,000	0	0	
53128 COM R&M TOOLS & EQUIPMENT	297,250	0	297,250	312,250	312,250	
53138 R&M BLDG & STRUCT	708	0	0	0	0	
53139 CH/R&M BLDG & STRUCT	0	71,637	0	0	0	
53140 HS/R&M BLDG & STRUCT	0	24,549	0	0	0	
53141 LY/R&M BLDG & STRUCT	0	38,844	0	0	0	
53142 MC/R&M BLDG & STRUCT	0	21,756	0	0	0	
53143 AMBROSE/R&M BLDG & STRUC	0	23,905	0	0	0	
53144 LI/R&M BLDG & STRUCT	0	52,754	0	0	0	
53145 MU/R&M BLDG & STRUCT	0	4,413	0	0	0	
53146 MY/R&M BLDG & STRUCT	0	6,873	0	0	0	
53147 SANBORN/R&M BLDG & STRUCT	0	285	0	0	0	
53148 VO/R&M BLDG & STRUCT	0	9,297	0	0	0	
53166 TUITION	2,500	14,350	2,500	2,500	2,500	
53220 TOWN HALL/R&M BLDG & STRUCT	2,500	43,978	2,500	2,500	2,500	
53303 LICENSE REIMBURESEMENT	0	100	0	0	0	
TOTAL CONTRACTUAL SERVICES	412,996	423,564	416,750	450,750	450,750	0
<b>EXPENSES TOTAL</b>	<b>592,139</b>	<b>561,444</b>	<b>595,293</b>	<b>641,293</b>	<b>641,293</b>	<b>0</b>
55112 EQUIPMENT	75,000	72,775	0	0	0	0
<b>EQUIPMENT TOTAL</b>	<b>75,000</b>	<b>72,775</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DPW BUILDING TOTAL</b>	<b>2,406,341</b>	<b>2,347,182</b>	<b>2,371,048</b>	<b>2,480,446</b>	<b>2,480,446</b>	<b>0</b>

DPW GARAGE	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101 PERMANENT	173,209	172,965	179,467	179,825	179,825	
51161 SICKLV BUYBACK - NON UNION	0	1,050	1,000	1,000	1,000	
TOTAL PERMANENT	173,209	174,015	180,467	180,825	180,825	0
51359 OVERTIME	11,400	10,172	11,400	11,400	11,400	
51367 OFF DUTY WATER	0	0	0	0	0	
TOTAL OVERTIME	11,400	10,172	11,400	11,400	11,400	0
<b>PERSONAL SERVICES TOTAL</b>	<b>184,609</b>	<b>184,187</b>	<b>191,867</b>	<b>192,225</b>	<b>192,225</b>	<b>0</b>
52113 CLEANING SUPPLIES	3,000	4,385	3,000	3,000	3,000	
52123 HARDWARE	3,000	3,040	3,000	3,000	3,000	
52124 WELDING SUPPLIES	3,000	6,805	6,000	6,000	6,000	
52125 PAINTING SUPPLIES	500	0	500	500	500	
52138 SUPPLIES, AUTOMOBILE	92,100	75,164	92,100	92,100	92,100	
52142 TIRES, TUBES & CHAINS	13,000	23,717	13,000	13,000	13,000	
52143 SMALL TOOLS & IMPLMT	2,000	4,991	2,000	2,000	2,000	
52179 MEDICAL & DENTAL	0	0	0	0	0	
52184 CLOTHING & UNIFORMS	2,300	5,341	2,300	2,300	2,300	
52186 SUPPLIES & MATERIALS	10,000	14,061	10,000	15,000	15,000	
TOTAL SUPPLIES & MATERIALS	128,900	137,503	131,900	136,900	136,900	0
53110 TELEPHONE TOWN BLDS	750	384	750	750	750	
53118 PROF SERVICES	20,000	36,781	30,000	40,000	40,000	
53127 R&M AUTOMOTIVE	30,000	30,157	30,000	30,000	30,000	
53128 COM R&M TOOLS & EQUIPMENT	4,000	1,193	4,000	4,000	4,000	
53303 LICENSE REIMBURESEMENT	300	0	300	300	300	
TOTAL CONTRACTUAL SERVICES	55,050	68,515	65,050	75,050	75,050	0
54101 DUES AND MEMBERSHIPS	0	0	100	300	300	
TOTAL CHARGES & OBLIGATIONS	0	0	100	300	300	0
<b>EXPENSES TOTAL</b>	<b>183,950</b>	<b>206,018</b>	<b>197,050</b>	<b>212,250</b>	<b>212,250</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DPW GARAGE TOTAL</b>	<b>368,559</b>	<b>390,205</b>	<b>388,917</b>	<b>404,475</b>	<b>404,475</b>	<b>0</b>

DPW TRANSFER STATION	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101 PERMANENT	338,087	313,032	321,624	322,428	322,428	
51161 SICKLV BUYBACK - DPW	500	0	500	500	500	
TOTAL PERMANENT	338,587	313,032	322,124	322,928	322,928	0
51359 OVERTIME	58,400	83,585	103,400	103,400	103,400	
51365 OFF DUTY	3,000	1,337	3,000	3,000	3,000	
TOTAL OVERTIME	61,400	84,922	106,400	106,400	106,400	0
<b>PERSONAL SERVICES TOTAL</b>	<b>399,987</b>	<b>397,954</b>	<b>428,524</b>	<b>429,328</b>	<b>429,328</b>	<b>0</b>
52116 ELECTRICAL SUPPLIES	300	0	300	300	300	
52123 HARDWARE	380	14	380	380	380	
52181 PUBLIC SAFETY SUPPLY	500	0	500	500	500	
52184 CLOTHING & UNIFORMS	3,650	3,348	3,650	3,650	3,650	
52186 SUPPLIES & MATERIALS	11,000	8,186	11,000	11,000	11,000	
TOTAL SUPPLIES & MATERIALS	15,830	11,548	15,830	15,830	15,830	0
53101 PRINTING & STATIONERY	450	1,617	450	450	450	
53115 ADVERTISING	600	654	600	600	600	
53118 PROF SERVICES	61,450	39,815	91,450	91,450	91,450	
53126 HIRED EQUIPMENT	32,250	33,296	32,250	32,250	32,250	
53128 COM R&M TOOLS & EQUIPMENT	2,000	0	2,000	2,000	2,000	
53164 RECYCLING SERVICES	45,000	42,143	80,000	85,000	85,000	
53165 SOLID WASTE DISPOSAL	666,000	647,394	510,000	500,000	500,000	
53172 CONTRACTURAL SERVICE	400	372	400	400	400	
53303 LICENSE REIMBURESEMENT	1,000	60	1,000	1,000	1,000	
TOTAL CONTRACTUAL SERVICES	809,150	765,351	718,150	713,150	713,150	0
<b>EXPENSES TOTAL</b>	<b>824,980</b>	<b>776,899</b>	<b>733,980</b>	<b>728,980</b>	<b>728,980</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFER STATION TOTAL</b>	<b>1,224,967</b>	<b>1,174,853</b>	<b>1,162,504</b>	<b>1,158,308</b>	<b>1,158,308</b>	<b>0</b>

DPW CEMETERY	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51101 PERMANENT	87,034	83,451	89,750	92,640	92,640	
51161 SICKLV BUYBACK -	750	250	750	750	750	
TOTAL PERMANENT	87,784	83,701	90,500	93,390	93,390	0
51359 OVERTIME	30,000	48,297	30,000	40,000	40,000	
TOTAL OVERTIME	30,000	48,297	30,000	40,000	40,000	0
<b>PERSONAL SERVICES TOTAL</b>	<b>117,784</b>	<b>131,997</b>	<b>120,500</b>	<b>133,390</b>	<b>133,390</b>	<b>0</b>
52112 FLAGS	350	0	350	350	350	
52123 HARDWARE	500	0	0	0	0	
52125 PAINTING SUPPLIES	100	0	100	100	100	
52130 SAND, GRAVEL & LOAN	2,000	3,508	3,000	3,000	3,000	
52133 READY MIX CONCRETE	1,000	810	1,000	1,000	1,000	
52134 LUMBER AND WOOD PRODUCTS	500	0	500	500	500	
52136 ARGICULTURE AND HORTICULTURE	1,896	7,776	5,000	5,000	5,000	
52137 SUPPLIES, SMALL EQUIPMENT	2,500	0	2,500	2,500	2,500	
52138 SUPPLIES , AUTOMOBILE	0	19	0	0	0	
52143 SMALL TOOLS & IMPLMT	1,500	305	1,500	1,500	1,500	
52152 PIPE & FITTINGS	750	2,263	750	750	750	
52153 CHEMICALS	0	0	0	0	0	
52181 PUBLIC SAFETY SUPPLY	300	139	0	0	0	
52184 CLOTHING & UNIFORMS	0	385	0	0	0	
52186 SUPPLIES & MATERIALS	2,700	3,276	2,700	2,700	2,700	
TOTAL SUPPLIES & MATERIALS	14,096	18,481	17,400	17,400	17,400	0
53101 PRINTING & STATIONERY	250	125	250	250	250	
53116 BIND & BK REPAIRS	200	0	200	200	200	
53118 PROF SERVICES	6,250	17,556	8,000	8,000	8,000	
53128 COM R&M TOOLS & EQUIPMENT	85,000	58,322	0	0	0	
53172 CONTRACTURAL SERVICE	0	0	85,000	85,000	85,000	
53303 LICENSE REIMBURESEMENT	100	0	100	100	100	
TOTAL CONTRACTUAL SERVICES	91,800	76,003	93,550	93,550	93,550	0
54101 DUES AND MEMBERSHIPS	800	940	800	0	0	
TOTAL CHARGES & OBLIGATIONS	800	940	800	0	0	0
<b>EXPENSES TOTAL</b>	<b>106,696</b>	<b>95,423</b>	<b>111,750</b>	<b>110,950</b>	<b>110,950</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CEMETERY TOTAL</b>	<b>224,480</b>	<b>227,421</b>	<b>232,250</b>	<b>244,340</b>	<b>244,340</b>	<b>0</b>

SNOW AND ICE		FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51359	OVERTIME	358,191	358,191	123,300	123,300	123,300	
	TOTAL OVERTIME	358,191	358,191	123,300	123,300	123,300	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>358,191</b>	<b>358,191</b>	<b>123,300</b>	<b>123,300</b>	<b>123,300</b>	<b>0</b>
52123	HARDWARE	1,000	4,606	1,000	1,000	1,000	
52125	PAINTING SUPPLIES	1,000	0	1,000	1,000	1,000	
52130	SAND, GRAVEL & LOAM	16,000	2,927	16,000	16,000	16,000	
52138	SUPPLIES, AUTOMOBILE	25,000	90,358	25,000	25,000	25,000	
52142	TIRES, TUBES & CHAINS	10,000	19,802	10,000	10,000	10,000	
52143	SMALL TOOLS & IMPLMT	500	2,893	500	500	500	
52153	CHEMICALS	125,000	200,698	125,000	125,000	125,000	
52184	CLOTHING & UNIFORMS	0	36	0	0	0	
52186	SUPPLIES & MATERIALS	2,000	6,089	2,000	2,000	2,000	
	TOTAL SUPPLIES & MATERIALS	180,500	327,411	180,500	180,500	180,500	0
53118	PROF SERVICES	1,500	43,750	1,500	1,500	1,500	
53126	HIRED EQUIPMENT	293,523	99,055	68,700	68,700	68,700	
53127	R&M TOOLS & EQUIPMENT	1,000	6,307	1,000	1,000	1,000	
	TOTAL CONTRACTUAL SERVICES	296,023	149,112	71,200	71,200	71,200	0
	<b>EXPENSES TOTAL</b>	<b>476,523</b>	<b>476,523</b>	<b>251,700</b>	<b>251,700</b>	<b>251,700</b>	<b>0</b>
55111	LANDSCAPE EQUIPMENT	25,000	8,309	25,000	25,000	25,000	
	<b>EQUIPMENT TOTAL</b>	<b>25,000</b>	<b>8,309</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>0</b>
	<b>SNOW &amp; ICE TOTAL</b>	<b>859,714</b>	<b>843,023</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>0</b>

SCHOOL CENTRAL OFFICE	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51102 SUPERINTENDENCY	561,849	501,785	570,064	584,316		
51103 DIRECTOR/COORDINATOR	690,426	639,014	710,163	727,322		
51111 SECRETARIES/CLERKS	320,112	320,401	329,552	367,662		
51112 CURRICULUM WORKSHOPS	55,000	43,591	50,000	100,000		
51117 IN-SERVICE WORKSHOPS	27,000	53,473	55,000	42,000		
51127 MED/ATTEN AFICRS	20,327	20,411	20,327	20,327		
51163 UNSPECIFIED ADDITIONS	80,594	0	39,242	32,249		
TOTAL PERMANENT	1,755,308	1,578,677	1,774,348	1,873,876	0	0
51201 INSTRUCTIONAL SUBSTITUTES	325,000	294,017	325,000	325,000		
51202 SECRETARIAL SUBSTITUTES	10,000	4,631	10,000	10,000		
51204 EARLY RETIREMENT	7,900	6,163	7,900	7,900		
51205 LONG TERM SUBSTITUTES	150,000	214,911	150,000	150,000		
52107 STUDENT INTERVENTION	0	0	29,000	29,000		
TOTAL TEMPORARY	492,900	519,721	521,900	521,900	0	0
<b>PERSONAL SERVICES TOTAL</b>	<b>2,248,208</b>	<b>2,098,398</b>	<b>2,296,248</b>	<b>2,395,776</b>	<b>0</b>	<b>0</b>
52101 OFFICE SUPPLIES	4,000	8,140	4,000	4,000		
52102 IMT SUPPLIES	2,500	2,370	2,500	2,500		
52103 PRINTING AND REPRODUC SUPPLI	2,500	993	2,500	2,500		
52106 BOOKS AND PERIODICALS	750	277	750	750		
52162 MUSIC SUPPLIES	10,000	500	10,000	10,000		
52167 CURRICULUM SUPPLIES	108,500	76,933	45,000	58,500		
52180 FOOD & GROCERIES	1,500	1,267	1,500	1,500		
52184 CLOTHING & UNIFORMS	0	150	0	0		
52245 ELL SUPPLIES	0	0	8,000	8,000		
TOTAL SUPPLIES & MATERIALS	129,750	90,629	74,250	87,750	0	0
53107 POSTAGE	10,000	8,803	10,000	10,000		
53109 TELEPHONE	23,400	29,470	23,400	23,400		
53115 ADVERTISING	25,160	10,904	15,160	15,160		
53117 AUTO ALLOWANCE	5,000	2,417	5,000	5,000		
53118 PROF SERVICES	115,000	221,650	125,000	167,550		
53119 PROFESSIONAL DEVELOPMENT	45,300	58,617	43,800	43,300		
53122 TRAVEL	3,500	2,115	3,500	3,500		
53126 HIRED EQUIPMENT	10,600	10,623	10,600	10,600		

SCHOOL CENTRAL OFFICE	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
53127 R&M AUTOMTOIVE	200	860	200	200		
53128 COM R&M TOOLS & EQUIPMENT	6,500	2,010	6,500	6,500		
53162 TRANSPORTATION	212,000	228,554	312,029	313,534		
53166 TUITION	94,000	103,250	94,000	94,000		
53222 STAFF RECOGNITION	4,200	1,750	4,200	6,500		
53300 ELL PROFESSIONAL SERVICE	0	0	5,000	5,000		
TOTAL CONTRACTUAL SERVICES	554,860	681,023	658,389	704,244	0	0
54101 DUES AND MEMBERSHIPS	53,300	57,929	53,300	56,945		
TOTAL CHARGES & OBLIGATIONS	53,300	57,929	53,300	56,945	0	0
<b>EXPENSE TOTAL</b>	<b>737,910</b>	<b>829,581</b>	<b>785,939</b>	<b>848,939</b>	<b>0</b>	<b>0</b>
55107 EDUCATIONAL	0	2,676	0	0		
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>2,676</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CENTRAL OFFICE TOTAL</b>	<b>2,986,118</b>	<b>2,930,655</b>	<b>3,082,187</b>	<b>3,244,715</b>	<b>0</b>	<b>0</b>



HIGH SCHOOL	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51104 PRINCIPALS/ASST PRINCIPALS	349,400	363,158	359,881	368,880		
51108 INSTRUCTIONAL AIDES	31,241	31,183	31,877	25,103		
51111 SECRETARIES/CLERKS	291,863	285,255	295,841	306,199		
51114 EXTRACURRICULAR	61,472	75,725	61,472	61,472		
51129 PAID LEAVE OF ABSENCE	0	0	103,990	0		
51170 ENGLISH TEACHERS	908,724	912,806	960,002	1,000,110		
51171 MATH TEACHERS	873,959	873,968	937,024	972,498		
51172 SCIENCE TEACHERS	985,922	991,947	1,030,733	1,069,326		
51173 SOCIAL STUDIES TEACHERS	724,131	722,456	753,410	800,262		
51174 FOREIGN LANGUAGE TEACHERS	761,646	762,704	794,194	827,481		
51175 ART TEACHERS	306,466	319,964	284,259	293,121		
51176 PE TEACHERS	184,480	184,481	206,840	213,744		
51177 MUSIC TEACHERS	152,263	153,133	170,192	177,034		
51178 FACS TEACHERS	111,257	108,012	116,085	120,519		
51179 READING TEACHING	75,045	75,045	16,508	17,611		
51180 ENG/TECH TEACHERS	106,716	116,366	110,873	113,621		
51181 LIBRARY MEDIA	55,604	55,604	59,530	63,330		
51182 COMPUTER ED TEACHERS	84,205	67,085	105,741	108,941		
51198 ELL TEACHERS	54,021	54,021	57,754	61,347		
<b>TOTAL PERMANENT</b>	<b>6,118,415</b>	<b>6,152,913</b>	<b>6,456,206</b>	<b>6,600,599</b>	<b>0</b>	<b>0</b>
51206 IN SCHOOL SUSPENSION	12,240	6,979	12,240	0		
<b>TOTAL TEMPORARY</b>	<b>12,240</b>	<b>6,979</b>	<b>12,240</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PERSONAL SERVICES TOTAL</b>	<b>6,130,655</b>	<b>6,159,891</b>	<b>6,468,446</b>	<b>6,600,599</b>	<b>0</b>	<b>0</b>
52101 OFFICE SUPPLIES	15,652	18,648	15,890	19,047		
52103 PRINTING AND REPRODUC SUPPLI	19,426	18,208	19,426	20,806		
52105 COMPUTER SUPPLIES	13,335	2,268	13,335	16,402		
52106 BOOKS AND PERIODICALS	1,145	315	295	400		
52108 INSTRUCTIONAL MATERIALS	7,836	1,909	8,544	0		
521081 TEXTBOOKS - ENGLISH	11,623	18,225	11,623	6,000		
521082 TEXTBOOKS - MATH	5,942	9,444	5,942	7,894		
521083 TEXTBOOKS - SCIENCE	5,249	4,629	5,249	6,330		
521084 TEXTBOOKS - SOCIAL STUDIES	18,835	4,006	18,835	2,939		
521085 TEXTBOOKS - FOREIGN LANGUAGE	16,578	18,377	16,578	10,127		
521086 TEXTBOOKS - ELECTIVE	4,501	0	6,501	8,455		
52110 PUPIL SUBSCRIPTIONS	1,394	4,245	1,394	7,927		
52111 LIBRARY BOOKS	10,829	7,432	7,280	4,500		
52144 CO/SM TOOLS & EQUIP	0	5,848	0	0		
52158 STUDENT SUPPORT	10,978	15,809	14,293	8,592		

HIGH SCHOOL	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
52159 ART SUPPLIES	15,350	10,223	11,850	18,500		
52160 FAMILY/COMSUMER SUPPLIES	10,185	8,599	10,185	16,240		
52161 TECHNOLOGY SUPPLIES	11,997	5,793	7,996	12,885		
52162 MUSIC SUPPLIES	0	0	10,132	9,650		
52163 PHYSICAL EDUCATION SUPPLIES	10,901	6,250	5,901	9,000		
52164 READING TESTING SUPPLIES	1,142	0	1,142	0		
52165 SCIENCE SUPPLIES	16,170	10,802	13,170	11,605		
52167 CURRICULUM SUPPLIES	0	786	0	0		
52168 EXTRA-CURRICULAR SUPPLIES	0	305	0	0		
52169 MATH SUPPLIES	1,053	0	1,053	274		
52171 SOCIAL STUDIES	0	0	4,500	550		
52172 AUDIO-VISUAL SUPPLIES	7,465	293	4,817	473		
52180 FOOD & GROCERIES	2,750	3,263	2,600	3,000		
TOTAL SUPPLIES & MATERIALS	220,336	175,678	218,531	201,596	0	0
53101 PRINTING & STATIONERY	7,102	5,624	6,102	8,500		
53107 POSTAGE	4,000	5,517	3,500	6,000		
53109 TELEPHONE	5,250	2,698	5,250	5,250		
53116 BIND & BK REPAIRS	1,980	391	750	1,466		
53118 PROF SERVICES	1,250	778	500	2,375		
53122 TRAVEL	900	600	725	925		
53123 TRAVEL	692	0	600	1,100		
53124 CLEAN & SANITARY	1,500	975	1,500	3,000		
53126 HIRED EQUIPMENT	17,900	23,543	22,900	24,675		
53128 COM R&M TOOLS & EQUIPMENT	25,000	22,284	25,000	25,000		
53162 TRANSPORTATION	3,840	2,100	3,840	3,800		
53221 GRADUATION	10,183	7,468	9,175	9,000		
TOTAL CONTRACTUAL SERVICES	79,597	71,978	79,842	91,091	0	0
54101 DUES AND MEMBERSHIPS	13,099	13,297	14,659	16,420		
TOTAL CHARGES & OBLIGATIONS	13,099	13,297	14,659	16,420	0	0
<b>EXPENSE TOTAL</b>	<b>313,032</b>	<b>260,953</b>	<b>313,032</b>	<b>309,107</b>	<b>0</b>	<b>0</b>
55101 FURNITURE & FIXTURES	0	2,857	0	0		
55107 EDUCATIONAL	7,340	9,266	7,340	11,405		
55108 AUDIO VISUAL	2,665	2,935	2,665	2,525		
<b>EQUIPMENT TOTAL</b>	<b>10,005</b>	<b>15,058</b>	<b>10,005</b>	<b>13,930</b>	<b>0</b>	<b>0</b>
<b>HIGH SCHOOL TOTAL</b>	<b>6,453,692</b>	<b>6,435,902</b>	<b>6,791,483</b>	<b>6,923,636</b>	<b>0</b>	<b>0</b>

MCCALL SCHOOL	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51104 PRINCIPALS/ASST PRINCIPALS	326,958	339,533	336,767	345,187		
51111 SECRETARIES/CLERKS	129,025	128,908	121,316	126,047		
51116 LUNCHROOM SUPERVISION	0	5,846	0	0		
51170 ENGLISH TEACHERS	761,730	763,080	756,940	796,614		
51171 MATH TEACHERS	857,246	858,449	867,182	907,963		
51172 SCIENCE TEACHERS	729,387	715,527	817,716	840,382		
51173 SOCIAL STUDIES TEACHERS	846,355	848,762	907,737	936,895		
51174 FOREIGN LANGUAGE TEACHERS	328,563	314,954	341,428	358,497		
51175 ART TEACHERS	169,376	169,376	177,975	186,133		
51176 PE TEACHERS	170,360	158,862	154,417	160,926		
51177 MUSIC TEACHERS	189,270	195,523	220,889	227,033		
51178 FACS TEACHERS	141,040	141,040	168,999	176,455		
51179 READING TEACHING	158,397	155,789	163,129	130,834		
51180 ENG/TECH TEACHERS	152,368	152,883	153,319	157,439		
51181 LIBRARY MEDIA	76,226	78,586	80,944	82,967		
51182 COMPUTER ED TEACHERS	181,293	180,852	185,204	190,122		
51198 ELL TEACHERS	76,226	76,226	78,513	80,475		
TOTAL PERMANENT	5,293,820	5,284,194	5,532,475	5,703,969	0	0
51304 TEAMING	42,060	42,029	42,060	42,060		
TOTAL OVERTIME	42,060	42,029	42,060	42,060	0	0
<b>PERSONAL SERVICES TOTAL</b>	<b>5,335,880</b>	<b>5,326,223</b>	<b>5,574,535</b>	<b>5,746,029</b>	<b>0</b>	<b>0</b>
52101 OFFICE SUPPLIES	1,028	695	1,168	1,144		
52103 PRINTING AND REPRODUC SUPPLI	15,470	16,096	15,750	16,405		
52105 COMPUTER SUPPLIES	8,976	6,958	9,000	6,000		
521081 TEXTBOOKS - ENGLISH	11,969	10,590	11,941	12,000		
521082 TEXTBOOKS - MATH	8,013	8,634	9,000	6,175		
521084 TEXTBOOKS - SOCIAL STUDIES	7,450	8,309	4,000	5,800		
521085 TEXTBOOKS - FOREIGN LANGUAGE	9,229	7,262	10,500	9,870		
521086 TEXTBOOKS - ELECTIVE	7,657	705	7,000	6,000		
52110 PUPIL SUBSCRIPTIONS	1,997	1,550	2,504	4,104		
52111 LIBRARY BOOKS	3,880	3,792	3,840	3,650		
52158 STUDENT SUPPORT	7,711	5,142	9,000	9,373		

MCCALL SCHOOL	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
52159 ART SUPPLIES	10,000	9,740	9,500	9,650		
52160 FAMILY/COMSUMER SUPPLIES	6,904	6,524	7,000	7,076		
52161 TECHNOLOGY SUPPLIES	10,000	13,207	10,000	13,000		
52162 MUSIC SUPPLIES	7,263	7,229	7,500	7,980		
52163 PHYSICAL EDUCATION SUPPLIES	2,531	2,940	2,250	1,669		
52164 READING TESTING SUPPLIES	3,000	1,989	1,201	1,901		
52165 SCIENCE SUPPLIES	6,845	4,972	7,000	7,000		
52168 EXTRA-CURRICULAR SUPPLIES	4,850	2,975	4,000	900		
52169 MATH SUPPLIES	9,500	6,785	8,000	8,811		
52170 ENGLISH	3,800	2,261	1,477	1,880		
52171 SOCIAL STUDIES	3,500	1,757	5,350	3,030		
52172 AUDIO-VISUAL SUPPLIES	3,240	0	4,000	0		
52173 BUSINESS	2,500	2,240	2,500	2,058		
52174 FOREIGN LANGUAGE	1,546	830	2,200	2,130		
TOTAL SUPPLIES & MATERIALS	158,859	133,183	155,681	147,606	0	0
53101 PRINTING & STATIONERY	4,150	4,111	6,250	6,650		
53107 POSTAGE	4,434	4,355	5,334	5,979		
53109 TELEPHONE	3,600	2,222	3,600	3,600		
53116 BIND & BK REPAIRS	1,000	699	1,000	0		
53122 TRAVEL	700	1,910	700	0		
53126 HIRED EQUIPMENT	13,380	16,857	13,380	17,099		
53128 COM R&M TOOLS & EQUIPMENT	9,330	6,290	9,330	7,500		
53162 TRANSPORTATION	0	0	1,600	3,200		
TOTAL CONTRACTUAL SERVICES	36,594	36,444	41,194	44,028	0	0
54101 DUES AND MEMBERSHIPS	1,000	949	1,000	1,586		
TOTAL CHARGES & OBLIGATIONS	1,000	949	1,000	1,586	0	0
<b>EXPENSE TOTAL</b>	<b>196,453</b>	<b>170,576</b>	<b>197,875</b>	<b>193,220</b>	<b>0</b>	<b>0</b>
55101 FURNITURE & FIXTURES	0	985	0	12,050		
55107 EDUCATIONAL	3,753	3,259	2,331	0		
55108 TECHNOLOGY EQUIPMENT	0	828	0	0		
<b>EQUIPMENT TOTAL</b>	<b>3,753</b>	<b>5,071</b>	<b>2,331</b>	<b>12,050</b>	<b>0</b>	<b>0</b>
<b>MCCALL SCHOOL TOTAL</b>	<b>5,536,086</b>	<b>5,501,870</b>	<b>5,774,741</b>	<b>5,951,299</b>	<b>0</b>	<b>0</b>

AMBROSE SCHOOL	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51104 PRINCIPALS/ASST PRINCIPALS	154,181	153,605	158,807	162,777		
51105 TEACHERS	1,546,426	1,560,812	1,591,007	1,733,093		
51108 INSTRUCTIONAL AIDES	23,980	24,374	25,382	26,258		
51111 SECRETARIES/CLERKS	30,405	31,973	34,266	36,600		
51146 BUS MONITORS	3,050	2,001	3,050	3,050		
51175 ART TEACHERS	46,996	46,995	50,123	53,582		
51176 PE TEACHERS	55,999	56,880	59,260	62,683		
51177 MUSIC TEACHERS	88,586	88,586	90,944	92,967		
51179 READING TEACHING	244,948	245,375	255,936	265,059		
51181 LIBRARY MEDIA	62,253	62,253	66,385	70,825		
51198 ELL TEACHERS	19,788	19,788	21,104	22,561		
TOTAL PERMANENT	2,276,612	2,292,642	2,356,264	2,529,455	0	0
<b>PERSONAL SERVICES TOTAL</b>	<b>2,276,612</b>	<b>2,292,642</b>	<b>2,356,264</b>	<b>2,529,455</b>	<b>0</b>	<b>0</b>
52101 OFFICE SUPPLIES	1,800	2,233	1,800	2,100		
52103 PRINTING AND REPRODUC SUPPLI	8,000	8,024	7,000	7,300		
52105 COMPUTER SUPPLIES	1,000	1,160	1,000	600		
52108 INSTRUCTIONAL MATERIALS	6,000	7,632	6,000	5,000		
52111 LIBRARY BOOKS	3,500	1,696	2,600	1,800		
52158 STUDENT SUPPORT	12,500	11,676	12,500	11,500		
52159 ART SUPPLIES	2,000	2,113	2,000	2,500		
52162 MUSIC SUPPLIES	1,000	1,005	900	900		
52163 PHYSICAL EDUCATION SUPPLIES	700	635	600	600		
52164 READING TESTING SUPPLIES	525	889	400	400		
52165 SCIENCE SUPPLIES	1,500	1,112	800	800		
52169 MATH SUPPLIES	13,500	13,396	13,200	15,000		
52170 ENGLISH SUPPLIES	8,255	8,491	8,500	7,500		
52171 SOCIAL STUDIES	700	718	600	600		
TOTAL SUPPLIES & MATERIALS	60,980	60,780	57,900	56,600	0	0
53107 POSTAGE	300	0	200	0		
53109 TELEPHONE	2,400	1,892	2,400	2,400		
53126 HIRED EQUIPMENT	6,300	6,204	6,300	7,359		
53128 COM R&M TOOLS & EQUIPMENT	3,500	4,421	3,500	3,500		
53162 TRANSPORTATION	600	0	600	200		
TOTAL CONTRACTUAL SERVICES	13,100	12,517	13,000	13,459	0	0
54101 DUES AND MEMBERSHIPS	300	653	300	300		
TOTAL CHARGES & OBLIGATIONS	300	653	300	300	0	0
<b>EXPENSE TOTAL</b>	<b>74,380</b>	<b>73,951</b>	<b>71,200</b>	<b>70,359</b>	<b>0</b>	<b>0</b>
55107 EDUCATIONAL	0	809	0	0		
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>809</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>AMBROSE SCHOOL TOTAL</b>	<b>2,350,992</b>	<b>2,367,402</b>	<b>2,427,464</b>	<b>2,599,814</b>	<b>0</b>	<b>0</b>

LINCOLN SCHOOL	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51104 PRINCIPALS/ASST PRINCIPALS	162,316	168,559	167,185	171,365		
51105 TEACHERS	1,610,288	1,593,329	1,611,704	1,688,361		
51108 INSTRUCTIONAL AIDES	22,466	23,020	22,418	23,661		
51111 SECRETARIES/CLERKS	42,397	39,853	43,637	44,695		
51146 BUS MONITORS	2,333	1,500	2,333	2,333		
51175 ART TEACHERS	89,771	89,771	92,464	94,776		
51176 PE TEACHERS	90,726	90,726	93,419	95,731		
51177 MUSIC TEACHERS	96,643	97,598	102,867	105,731		
51179 READING TEACHING	248,786	249,034	259,137	229,463		
51181 LIBRARY MEDIA	78,118	78,118	86,275	91,077		
51198 ELL TEACHERS	33,362	33,362	64,047	68,427		
TOTAL PERMANENT	2,477,206	2,464,870	2,545,486	2,615,620	0	0
<b>PERSONAL SERVICES TOTAL</b>	<b>2,477,206</b>	<b>2,464,870</b>	<b>2,545,486</b>	<b>2,615,620</b>	<b>0</b>	<b>0</b>
52101 OFFICE SUPPLIES	700	0	700	800		
52103 PRINTING AND REPRODUC SUPPLI	7,845	7,124	7,000	7,000		
52105 COMPUTER SUPPLIES	1,400	0	1,000	1,000		
52108 INSTRUCTIONAL MATERIALS	800	511	800	0		
52111 LIBRARY BOOKS	2,000	1,854	2,000	2,000		
52158 STUDENT SUPPORT	12,200	14,567	12,500	13,000		
52159 ART SUPPLIES	2,340	2,024	2,340	2,600		
52162 MUSIC SUPPLIES	900	939	950	1,000		
52163 PHYSICAL EDUCATION SUPPLIES	800	584	800	800		
52165 SCIENCE SUPPLIES	1,500	1,685	1,500	1,500		
52169 MATH SUPPLIES	8,500	7,255	9,000	8,000		
52170 ENGLISH SUPPLIES	10,600	11,677	11,450	9,330		
52171 SOCIAL STUDIES	500	272	500	500		
TOTAL SUPPLIES & MATERIALS	50,085	48,492	50,540	47,530	0	0
53107 POSTAGE	500	588	500	500		
53109 TELEPHONE	2,100	1,712	2,100	2,100		
53122 TRAVEL - INSIDE MASS	0	627	0	0		
53126 HIRED EQUIPMENT	6,300	6,204	6,300	7,512		
53128 COM R&M TOOLS & EQUIPMENT	3,500	4,608	3,500	3,500		
53162 TRANSPORTATION	200	810	200	200		
53166 TUITION	0	-28,000	0	0		
TOTAL CONTRACTUAL SERVICES	12,600	-13,451	12,600	13,812	0	0
54101 DUES AND MEMBERSHIPS	1,200	0	1,200	1,200		
TOTAL CHARGES & OBLIGATIONS	1,200	0	1,200	1,200	0	0
<b>EXPENSE TOTAL</b>	<b>63,885</b>	<b>35,040</b>	<b>64,340</b>	<b>62,542</b>	<b>0</b>	<b>0</b>
55101 FURNITURE & FIXTURES	530	1,740	400	2,100		
55107 EDUCATIONAL	0	0	0	0		
55108 AUDIO VISUAL	540	0	215	400		
EQUIPMENT TOTAL	1,070	1,740	615	2,500	0	0
<b>LINCOLN SCHOOL TOTAL</b>	<b>2,542,161</b>	<b>2,501,650</b>	<b>2,610,441</b>	<b>2,680,662</b>	<b>0</b>	<b>0</b>

LYNCH SCHOOL	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51104 PRINCIPALS/ASST PRINCIPALS	202,492	210,280	208,567	213,781		
51105 TEACHERS	1,654,328	1,620,605	1,678,790	1,747,198		
51108 INSTRUCTIONAL AIDES	23,980	22,080	24,857	25,733		
51111 SECRETARIES/CLERKS	35,428	34,353	38,080	39,799		
51146 BUS MONITORS	1,000	1,000	1,000	1,000		
51175 ART TEACHERS	51,225	51,225	55,026	58,704		
51176 PE TEACHERS	47,918	47,918	42,741	45,369		
51177 MUSIC TEACHERS	105,165	96,785	71,392	75,249		
51179 READING TEACHING	231,474	231,272	255,925	265,702		
51181 LIBRARY MEDIA	64,451	64,451	69,098	73,597		
51198 ELL TEACHERS	157,551	169,081	173,748	182,744		
TOTAL PERMANENT	2,575,012	2,549,050	2,619,224	2,728,876	0	0
<b>PERSONAL SERVICES TOTAL</b>	<b>2,575,012</b>	<b>2,549,050</b>	<b>2,619,224</b>	<b>2,728,876</b>	<b>0</b>	<b>0</b>
52101 OFFICE SUPPLIES	1,000	1,047	1,000	1,100		
52103 PRINTING AND REPRODUC SUPPLI	9,000	10,847	8,500	8,500		
52105 COMPUTER SUPPLIES	2,860	22	2,000	2,000		
52106 BOOKS AND PERIODICALS	0	85	0	0		
52108 INSTRUCTIONAL MATERIALS	800	3,111	1,500	1,500		
52111 LIBRARY BOOKS	2,500	2,257	2,000	2,000		
52158 STUDENT SUPPORT	16,219	13,773	15,300	15,300		
52159 ART SUPPLIES	2,000	1,643	2,000	2,000		
52162 MUSIC SUPPLIES	900	894	1,000	1,000		
52163 PHYSICAL EDUCATION SUPPLIES	1,200	538	1,200	1,000		
52165 SCIENCE SUPPLIES	1,311	1,162	1,500	1,500		
52169 MATH SUPPLIES	8,000	8,755	10,000	8,015		
52170 ENGLISH SUPPLIES	5,033	3,410	6,335	6,232		
52171 SOCIAL STUDIES	1,000	432	1,200	1,200		
TOTAL SUPPLIES & MATERIALS	51,823	47,976	53,535	51,347	0	0
53107 POSTAGE	500	1,473	500	500		
53109 TELEPHONE	2,100	1,612	2,100	2,100		
53122 TRAVEL	0	869	0	0		
53126 HIRED EQUIPMENT	6,100	6,756	6,100	9,010		
53128 COM R&M TOOLS & EQUIPMENT	3,500	2,480	3,500	3,500		
53162 TRANSPORTATION	600	300	500	500		
TOTAL CONTRACTUAL SERVICES	12,800	13,489	12,700	15,610	0	0
54101 DUES AND MEMBERSHIPS	1,169	550	1,000	1,000		
TOTAL CHARGES & OBLIGATIONS	1,169	550	1,000	1,000	0	0
<b>EXPENSE TOTAL</b>	<b>65,792</b>	<b>62,015</b>	<b>67,235</b>	<b>67,957</b>	<b>0</b>	<b>0</b>
55101 FURNITURE & FIXTURES	2,236	1,038	2,000	2,000		
55108 AUDIO VISUAL	4,017	1,317	0	0		
<b>EQUIPMENT TOTAL</b>	<b>6,253</b>	<b>2,354</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>	<b>0</b>
<b>LYNCH SCHOOL TOTAL</b>	<b>2,647,057</b>	<b>2,613,419</b>	<b>2,688,459</b>	<b>2,798,833</b>	<b>0</b>	<b>0</b>

MURACO SCHOOL	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51104 PRINCIPALS/ASST PRINCIPALS	162,181	169,440	167,046	171,222		
51105 TEACHERS	1,540,463	1,545,725	1,638,971	1,714,683		
51108 INSTRUCTIONAL AIDES	24,980	25,380	26,257	27,133		
51111 SECRETARIES/CLERKS	36,965	36,965	38,824	40,002		
51146 BUS MONITORS	1,000	1,000	1,000	1,000		
51175 ART TEACHERS	71,587	71,587	73,709	75,530		
51176 PE TEACHERS	62,734	62,007	69,618	73,305		
51177 MUSIC TEACHERS	67,869	63,485	71,864	75,724		
51179 READING TEACHING	254,238	249,586	221,455	227,844		
51181 LIBRARY MEDIA	72,229	72,229	77,103	82,270		
51198 ELL TEACHERS	79,960	81,643	100,354	102,862		
TOTAL PERMANENT	2,374,206	2,379,045	2,486,201	2,591,575	0	0
<b>PERSONAL SERVICES TOTAL</b>	<b>2,374,206</b>	<b>2,379,045</b>	<b>2,486,201</b>	<b>2,591,575</b>	<b>0</b>	<b>0</b>
52101 OFFICE SUPPLIES	1,000	0	600	0		
52103 PRINTING AND REPRODUC SUPPLI	4,500	5,447	5,500	5,000		
52105 COMPUTER SUPPLIES	2,400	0	4,200	4,300		
52108 INSTRUCTIONAL MATERIALS	800	0	600	0		
52111 LIBRARY BOOKS	2,400	2,957	2,400	3,000		
52158 STUDENT SUPPORT	11,800	10,368	13,100	14,200		
52159 ART SUPPLIES	2,360	2,448	2,400	2,300		
52162 MUSIC SUPPLIES	900	570	900	950		
52163 PHYSICAL EDUCATION SUPPLIES	711	141	727	703		
52165 SCIENCE SUPPLIES	1,000	905	1,500	1,500		
52169 MATH SUPPLIES	7,600	7,852	8,500	10,000		
52170 ENGLISH SUPPLIES	8,100	6,417	7,900	5,500		
52171 SOCIAL STUDIES	800	0	0	0		
TOTAL SUPPLIES & MATERIALS	44,371	37,105	48,327	47,453	0	0
53107 POSTAGE	500	99	500	200		
53109 TELEPHONE	1,200	1,083	1,200	1,200		
53122 TRAVEL	0	380	0	0		
53126 HIRED EQUIPMENT	5,900	5,836	5,900	9,000		
53128 COM R&M TOOLS & EQUIPMENT	3,500	2,584	3,500	3,500		
53162 TRANSPORTATION	0	0	200	200		
53171 TESTING/SCHOOL	800	0	800	800		
TOTAL CONTRACTUAL SERVICES	11,900	9,983	12,100	14,900	0	0
54101 DUES AND MEMBERSHIPS	1,155	785	1,180	600		
TOTAL CHARGES & OBLIGATIONS	1,155	785	1,180	600	0	0
<b>EXPENSE TOTAL</b>	<b>57,426</b>	<b>47,873</b>	<b>61,607</b>	<b>62,953</b>	<b>0</b>	<b>0</b>
55101 FURNITURE & FIXTURES	0	1,488	2,200	2,450		
55107 EDUCATIONAL	0	3,980	0	0		
55108 AUDIO VISUAL	7,579	6,961	1,198	0		
EQUIPMENT TOTAL	7,579	12,428	3,398	2,450	0	0
<b>MURACO SCHOOL TOTAL</b>	<b>2,439,211</b>	<b>2,439,346</b>	<b>2,551,206</b>	<b>2,656,978</b>	<b>0</b>	<b>0</b>



VINSON-OWEN SCHOOL	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51104 PRINCIPALS/ASST PRINCIPALS	153,627	157,160	158,235	162,191		
51105 TEACHERS	1,416,512	1,330,461	1,461,824	1,526,976		
51108 INSTRUCTIONAL AIDES	22,466	21,753	22,418	23,661		
51111 SECRETARIES/CLERKS	37,066	36,984	38,174	39,406		
51146 BUS MONITORS	1,575	2,000	1,575	1,575		
51175 ART TEACHERS	55,604	55,604	59,530	63,330		
51176 PE TEACHERS	44,606	44,606	51,328	54,628		
51177 MUSIC TEACHERS	93,298	93,298	99,389	101,623		
51179 READING TEACHING	218,033	219,098	231,805	245,214		
51181 LIBRARY MEDIA	49,469	49,469	61,864	65,724		
51198 ELL TEACHERS	55,604	55,604	61,864	65,724		
TOTAL PERMANENT	2,147,860	2,066,038	2,248,006	2,350,052	0	0
<b>PERSONAL SERVICES TOTAL</b>	<b>2,147,860</b>	<b>2,066,038</b>	<b>2,248,006</b>	<b>2,350,052</b>	<b>0</b>	<b>0</b>
52101 OFFICE SUPPLIES	1,000	1,440	1,500	1,600		
52103 PRINTING AND REPRODUC SUPPLI	6,683	6,453	6,701	6,748		
52105 COMPUTER SUPPLIES	2,672	2,863	2,672	2,320		
52108 INSTRUCTIONAL MATERIALS	800	804	1,200	1,200		
52111 LIBRARY BOOKS	3,000	2,928	3,000	3,000		
52158 STUDENT SUPPORT	16,018	16,130	15,400	15,400		
52159 ART SUPPLIES	2,500	2,584	2,500	2,500		
52162 MUSIC SUPPLIES	1,500	0	1,500	1,500		
52163 PHYSICAL EDUCATION SUPPLIES	1,500	1,328	1,500	1,500		
52165 SCIENCE SUPPLIES	1,010	1,056	1,060	1,310		
52169 MATH SUPPLIES	9,000	8,751	9,300	14,300		
52170 ENGLISH	5,541	5,419	6,541	7,631		
52171 SOCIAL STUDIES	500	382	500	500		
TOTAL SUPPLIES & MATERIALS	51,724	50,138	53,374	59,509	0	0
53107 POSTAGE	500	147	500	0		
53109 TELEPHONE	1,500	3,822	1,500	1,500		
53117 AUTO ALLOWANCE	0	594	0	0		
53126 HIRED EQUIPMENT	6,775	6,773	6,775	9,966		
53128 COM R&M TOOLS & EQUIPMENT	3,500	1,992	3,500	3,500		
53162 TRANSPORTATION	0	420	0	0		
TOTAL CONTRACTUAL SERVICES	12,275	13,747	12,275	14,966	0	0
54101 DUES AND MEMBERSHIPS	1,189	1,300	1,299	1,019		
TOTAL CHARGES & OBLIGATIONS	1,189	1,300	1,299	1,019	0	0
<b>EXPENSE TOTAL</b>	<b>65,188</b>	<b>65,185</b>	<b>66,948</b>	<b>75,494</b>	<b>0</b>	<b>0</b>
55101 FURNITURE & FIXTURES	3,692	3,734	1,932	0		
<b>EQUIPMENT TOTAL</b>	<b>3,692</b>	<b>3,734</b>	<b>1,932</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>VINSON-OWEN SCHOOL TOTAL</b>	<b>2,216,740</b>	<b>2,134,957</b>	<b>2,316,886</b>	<b>2,425,546</b>	<b>0</b>	<b>0</b>

SPECIAL EDUCATION	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51103 DIRECTOR/COORDINATOR	124,000	128,782	127,720	130,913		
51109 SPEC NEEDS IN/PROC/OTH	354,632	354,268	330,126	344,618		
51111 SECRETARIES/CLERKS	191,694	188,499	193,507	202,965		
51148 OCCUPATIONAL THERAPISTS	368,187	371,495	380,895	390,283		
51163 UNSPECIFIED ADDITIONS	90,000	94,773	90,000	90,000		
51190 SE SUPERVISOR/COORDINATOR	459,686	475,751	481,665	504,917		
51191 WHS SE TEACHER	791,678	743,262	886,145	988,767		
51192 MS SE TEACHER	678,892	679,730	777,658	820,674		
51193 PK-5 SE TEACHER	1,669,202	1,626,227	1,953,429	2,134,700		
51194 PSYCHOLOGISTS	965,677	802,266	970,850	1,018,586		
51195 SPEECH & LANGUAGE THERAPISTS	1,022,429	1,037,284	1,056,654	1,099,621		
51196 PHYSICAL THERAPISTS	75,938	76,296	78,216	80,173		
51197 ASSISTIVE TECHNOLOGISTS	30,375	30,490	31,286	32,069		
51199 SE TEACHING ASSISTANTS	909,382	989,118	1,022,315	1,120,616		
TOTAL PERMANENT	7,731,772	7,598,392	8,380,466	8,958,902	0	0
<b>PERSONAL SERVICES TOTAL</b>	<b>7,731,772</b>	<b>7,598,392</b>	<b>8,380,466</b>	<b>8,958,902</b>	<b>0</b>	<b>0</b>
52101 OFFICE SUPPLIES	4,550	3,632	4,550	4,550		
52103 PRINTING AND REPRODUC SUPPLI	0	44	0	0		
52158 STUDENT SUPPORT	12,270	15,729	12,270	15,000		
TOTAL SUPPLIES & MATERIALS	16,820	19,405	16,820	19,550	0	0
53107 POSTAGE	0	4,054	0	0		
53109 TELEPHONE	0	1,337	0	0		
53117 AUTO ALLOWANCE	1,800	1,074	1,800	1,800		
53118 PROF SERVICES	314,250	351,314	318,155	339,780		
53122 TRAVEL	500	0	500	500		
53126 HIRED EQUIPMENT	0	735	0	0		
53162 TRANSPORTATION	500,000	591,944	650,000	777,355		
53166 TUITION	2,423,277	2,557,533	2,422,231	2,459,649		
53171 TESTING/SCHOOL	18,400	21,856	18,400	18,400		
TOTAL CONTRACTUAL SERVICES	3,258,227	3,529,847	3,411,086	3,597,484	0	0
54101 DUES AND MEMBERSHIPS	6,300	8,170	6,300	6,300		
TOTAL CHARGES & OBLIGATIONS	6,300	8,170	6,300	6,300	0	0
<b>EXPENSE TOTAL</b>	<b>3,281,347</b>	<b>3,557,422</b>	<b>3,434,206</b>	<b>3,623,334</b>	<b>0</b>	<b>0</b>
55107 EDUCATIONAL	7,911	13,710	7,911	9,832		
<b>EQUIPMENT TOTAL</b>	<b>7,911</b>	<b>13,710</b>	<b>7,911</b>	<b>9,832</b>	<b>0</b>	<b>0</b>
59760 TRANSFER TO STABILIZATION	35,000	35,000	0	0		
<b>SPECIAL EDUCATION TOTAL</b>	<b>11,056,030</b>	<b>11,204,524</b>	<b>11,822,583</b>	<b>12,592,068</b>	<b>0</b>	<b>0</b>

ATHLETICS		FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
	TOTAL PERMANENT	0	0	0	0	0	0
	EXPENSE TOTAL	0	0	0	0	0	0
59761	TRANSFER TO REVOLVING	280,797	293,654	382,371	439,598		
	EQUIPMENT TOTAL	280,797	293,654	382,371	439,598	0	0
<b>ATHLETICS TOTAL</b>		<b>280,797</b>	<b>293,654</b>	<b>382,371</b>	<b>439,598</b>	<b>0</b>	<b>0</b>

TECHNOLOGY	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51110 OTHER SUPERVISORY/TECH	220,115	209,192	218,638	232,597		
51111 SECRETARIES/CLERKS	99,416	105,581	102,345	104,865		
51186 REPAIR TECHNICIANS	215,203	214,492	231,418	237,203		
TOTAL PERMANENT	534,734	529,265	552,401	574,665	0	0
<b>PERSONAL SERVICES TOTAL</b>	<b>534,734</b>	<b>529,265</b>	<b>552,401</b>	<b>574,665</b>	<b>0</b>	<b>0</b>
52104 COMPUTER REPAIRS	27,000	12,104	27,000	27,000		
52105 COMPUTER SUPPLIES	27,000	23,394	27,000	27,000		
52185 SOFTWARE	155,944	163,046	155,944	155,944		
TOTAL SUPPLIES & MATERIALS	209,944	198,544	209,944	209,944	0	0
53117 AUTO ALLOWANCE	1,500	0	1,500	1,500		
53118 PROF SERVICES	25,000	26,291	25,000	25,000		
53122 TRAVEL	500	141	500	500		
TOTAL CONTRACTUAL SERVICES	27,000	26,432	27,000	27,000	0	0
54101 DUES AND MEMBERSHIPS	2,000	964	2,000	2,000		
TOTAL CHARGES & OBLIGATIONS	2,000	964	2,000	2,000	0	0
<b>EXPENSE TOTAL</b>	<b>238,944</b>	<b>225,940</b>	<b>238,944</b>	<b>238,944</b>	<b>0</b>	<b>0</b>
55107 EDUCATIONAL	141,000	175,805	141,000	261,000		
<b>EQUIPMENT TOTAL</b>	<b>141,000</b>	<b>175,805</b>	<b>141,000</b>	<b>261,000</b>	<b>0</b>	<b>0</b>
<b>TECHNOLOGY TOTAL</b>	<b>914,678</b>	<b>931,010</b>	<b>932,345</b>	<b>1,074,609</b>	<b>0</b>	<b>0</b>

PUPIL SERVICES	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51106 TEACHER SPECIALISTS	288,865	351,047	367,033	442,851		
51107 COUNSELORS	853,804	873,403	875,004	882,187		
51118 TUTORIAL SVCS	0	16,978	13,870	13,870		
51147 NURSES	572,192	539,013	566,164	599,934		
TOTAL PERMANENT	1,714,861	1,780,441	1,822,071	1,938,842	0	0
<b>PERSONAL SERVICES TOTAL</b>	<b>1,714,861</b>	<b>1,780,441</b>	<b>1,822,071</b>	<b>1,938,842</b>	<b>0</b>	<b>0</b>
52179 MEDICAL & DENTAL	0	4,429	0			
52218 NURSING SUPPLIES	3,400	676	3,400	3,400		
TOTAL SUPPLIES & MATERIALS	3,400	5,105	3,400	3,400	0	0
<b>EXPENSE TOTAL</b>	<b>3,400</b>	<b>5,105</b>	<b>3,400</b>	<b>3,400</b>	<b>0</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PUPIL SERVICES TOTAL</b>	<b>1,718,261</b>	<b>1,785,546</b>	<b>1,825,471</b>	<b>1,942,242</b>	<b>0</b>	<b>0</b>

SCHOOL DEPARTMENT	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51102 SUPERINTENDENCY	561,849	501,785	570,064	584,316	0	0
51103 DIRECTOR/COORDINATOR	814,426	767,797	837,883	858,235	0	0
51104 PRINCIPALS/ASST PRINCIPALS	1,511,155	1,561,736	1,556,488	1,595,403	0	0
51105 TEACHERS	7,768,017	7,650,931	7,982,296	8,410,311	0	0
51106 TEACHER SPECIALIST	288,865	351,047	367,033	442,851	0	0
51107 COUNSELORS	853,804	873,403	875,004	882,187	0	0
51108 INSTRUCTIONAL AIDES	149,113	147,790	153,209	151,549	0	0
51109 SPEC NEEDS IN/PROC/OTH	354,632	354,268	330,126	344,618	0	0
51110 OTHER SUPERVISORY/TECH	220,115	209,192	218,638	232,597	0	0
51111 SECRETARIES/CLERKS	1,214,371	1,208,772	1,235,542	1,308,240	0	0
51112 CURRICULUM WORKSHOPS	55,000	43,741	50,000	100,000	0	0
51114 EXTRACURRICULAR	61,472	75,725	61,472	61,472	0	0
51116 LUNCHROOM SUPERVISOR	0	5,846	0	0	0	0
51117 IN-SERVICE WORKSHOPS	27,000	53,473	55,000	42,000	0	0
51118 TUTORIAL SERVICES	0	16,978	13,870	13,870	0	0
51127 MED/ATTEN AFICRS	20,327	20,411	20,327	20,327	0	0
51129 PAID LEAVE OF ABSENCE	0	0	103,990	0	0	0
51146 BUS MONITORS	8,958	7,501	8,958	8,958	0	0
51147 NURSES	572,192	539,013	566,164	599,934	0	0
51148 OCCUPATIONAL THERAPIST	368,187	371,495	380,895	390,283	0	0
51163 UNSPECIFIED ADDITIONS	170,594	94,773	129,242	122,249	0	0
51170 ENGLISH TEACHERS	1,670,454	1,675,885	1,716,942	1,796,724	0	0
51171 MATH TEACHERS	1,731,205	1,732,418	1,804,206	1,880,461	0	0
51172 SCIENCE TEACHERS	1,715,309	1,707,474	1,848,449	1,909,708	0	0
51173 SOCIAL STUDIES TEACHERS	1,570,486	1,571,218	1,661,147	1,737,157	0	0
51174 FOREIGN LANGUAGE TEACHERS	1,090,209	1,077,658	1,135,622	1,185,978	0	0
51175 ART TEACHERS	791,025	804,522	793,086	825,176	0	0
51176 PE TEACHERS	656,823	645,480	677,623	706,386	0	0
51177 MUSIC TEACHERS	793,094	788,407	827,537	855,361	0	0
51178 FACS TEACHERS	252,297	249,052	285,084	296,974	0	0
51179 READING TEACHING	1,430,921	1,425,198	1,403,895	1,381,727	0	0
51180 ENG/TECH TEACHERS	259,084	269,249	264,192	271,060	0	0
51181 LIBRARY MEDIA	458,350	460,710	501,199	529,790	0	0
51182 COMPUTER ED TEACHERS	265,498	247,937	290,945	299,063	0	0
51186 REPAIR TECHNICIANS	215,203	214,492	231,418	237,203	0	0
51190 SE SUPERVISOR/COORDINATOR	459,686	475,751	481,665	504,917	0	0
51191 WHS SE TEACHER	791,678	743,262	886,145	988,767	0	0
51192 MS SE TEACHER	678,892	679,730	777,658	820,674	0	0

SCHOOL DEPARTMENT	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
51193 PK-5 SE TEACHER	1,669,202	1,626,227	1,953,429	2,134,700	0	0
51194 PSYCHOLOGISTS	965,677	802,266	970,850	1,018,586	0	0
51195 SPEECH & LANGUAGE THERAPISTS	1,022,429	1,037,284	1,056,654	1,099,621	0	0
51196 PHYSICAL THERAPISTS	75,938	76,296	78,216	80,173	0	0
51197 ASSISTIVE TECHNOLOGISTS	30,375	30,490	31,286	32,069	0	0
51198 ELL TEACHERS	476,512	489,725	557,384	584,140	0	0
51199 SE TEACHING ASSISTANTS	909,382	989,118	1,022,315	1,120,616	0	0
51201 INSTRUCTIONAL SUBSTITUTES	0	0	0	0	0	0
TOTAL PERMANENT	34,999,806	34,675,526	36,773,148	38,466,431	0	0
51201 INSTRUCTIONAL SUBSTITUTES	325,000	294,017	325,000	325,000	0	0
51202 SECRETARIAL SUBSTITUTES	10,000	4,631	10,000	10,000	0	0
51204 EARLY RETIREMENT	7,900	6,163	7,900	7,900	0	0
51205 LONG TERM SUBSTITUTES	150,000	214,911	150,000	150,000	0	0
51206 IN SCHOOL SUSPENSION	12,240	6,979	12,240	0	0	0
51207 STUDENT INTERVENTION	0	0	29,000	29,000	0	0
TOTAL TEMPORARY	505,140	526,699	534,140	521,900	0	0
51304 TEAMING	42,060	42,029	42,060	42,060	0	0
TOTAL OVERTIME	42,060	42,029	42,060	42,060	0	0
<b>PERSONAL SERVICES TOTAL</b>	<b>35,547,006</b>	<b>35,244,255</b>	<b>37,349,348</b>	<b>39,030,391</b>	<b>0</b>	<b>0</b>
52101 OFFICE SUPPLIES	30,730	35,836	31,208	34,341	0	0
52102 IMT SUPPLIES	2,500	2,370	2,500	2,500	0	0
52103 PRINTING AND REPRODUC SUPPLI	73,424	73,235	72,377	74,259	0	0
52104 COMPUTER REPAIRS	27,000	12,104	27,000	27,000	0	0
52105 COMPUTER SUPPLIES	59,643	36,665	60,207	59,622	0	0
52106 BOOKS AND PERIODICALS	1,895	677	1,045	1,150	0	0
52108 INSTRUCTIONAL MATERIALS	17,036	13,967	18,644	7,700	0	0
521081 TEXTBOOKS - ENGLISH	23,592	28,815	23,564	18,000	0	0
521082 TEXTBOOKS - MATH	13,955	18,078	14,942	14,069	0	0
521083 TEXTBOOKS - SCIENCE	5,249	4,629	5,249	6,330	0	0
521084 TEXTBOOKS - SOCIAL STUDIES	26,285	12,316	22,835	8,739	0	0
521085 TEXTBOOKS - FOREIGN LANGUAGE	25,807	25,639	27,078	19,997	0	0
521086 TEXTBOOKS - ELECTIVE	12,158	705	13,501	14,455	0	0
52110 PUPIL SUBSCRIPTIONS	3,391	5,795	3,898	12,031	0	0
52111 LIBRARY BOOKS	28,109	22,917	23,120	19,950	0	0
52144 CO/SM TOOLS & EQUIP	0	5,848	0	0	0	0
52158 STUDENT SUPPORT	99,696	103,195	104,363	102,365	0	0
52159 ART SUPPLIES	36,550	30,775	32,590	40,050	0	0
52160 FAMILY/COMSUMER SUPPLIES	17,089	15,123	17,185	23,316	0	0
52161 TECHNOLOGY SUPPLIES	21,997	19,001	17,996	25,885	0	0
52162 MUSIC SUPPLIES	22,463	11,137	32,882	32,980	0	0
52163 PHYSICAL EDUCATION SUPPLIES	18,343	12,416	12,978	15,272	0	0
52164 READING TESTING SUPPLIES	4,667	2,878	2,743	2,301	0	0
52165 SCIENCE SUPPLIES	29,336	21,695	26,530	25,215	0	0
52167 CURRICULUM SUPPLIES	108,500	77,718	45,000	58,500	0	0

SCHOOL DEPARTMENT	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
52168 EXTRA-CURRICULAR SUPPLIES	4,850	3,281	4,000	900	0	0
52169 MATH SUPPLIES	57,153	52,793	59,053	64,400	0	0
52170 ENGLISH	41,329	37,675	42,203	38,073	0	0
52171 SOCIAL STUDIES	7,000	3,561	12,650	6,380	0	0
52172 AUDIO-VISUAL SUPPLIES	10,705	293	8,817	473	0	0
52173 BUSINESS	2,500	2,240	2,500	2,058	0	0
52174 FOREIGN LANGUAGE	1,546	830	2,200	2,130	0	0
52179 MEDICAL & DENTAL	0	4,429	0	0	0	0
52180 FOOD & GROCERIES	4,250	4,530	4,100	4,500	0	0
52184 CLOTHING & UNIFORMS	0	150	0	0	0	0
52185 SOFTWARE	155,944	163,046	155,944	155,944	0	0
52218 NURSING SUPPLIES	3,400	676	3,400	3,400	0	0
52245 ELL SUPPLIES	0	0	8,000	8,000	0	0
TOTAL SUPPLIES & MATERIALS	998,092	867,035	942,302	932,285	0	0
53101 PRINTING & STATIONERY	11,252	9,735	12,352	15,150	0	0
53107 POSTAGE	20,734	25,036	21,034	23,179	0	0
53109 TELEPHONE	41,550	45,849	41,550	41,550	0	0
53115 ADVERTISING	25,160	10,904	15,160	15,160	0	0
53116 BIND & BK REPAIRS	2,980	1,089	1,750	1,466	0	0
53117 AUTO ALLOWANCE	8,300	4,085	8,300	8,300	0	0
53118 PROF SERVICES	455,500	600,033	468,655	534,705	0	0
53119 PROFESSIONAL DEVELOPMENT	45,300	58,617	43,800	43,300	0	0
53122 TRAVEL	6,100	6,016	5,925	5,425	0	0
53123 TRAVEL	692	0	600	1,100	0	0
53124 CLEAN & SANITARY	1,500	975	1,500	3,000	0	0
53126 HIRED EQUIPMENT	73,255	83,532	78,255	95,221	0	0
53127 R&M AUTOMTOIVE	200	860	200	200	0	0
53128 COM R&M TOOLS & EQUIPMENT	58,330	46,669	58,330	56,500	0	0
53162 TRANSPORTATION	717,240	824,128	968,969	1,098,989	0	0
53166 TUITION	2,517,277	2,632,782	2,516,231	2,553,649	0	0
53171 TESTING/SCHOOL	19,200	21,856	19,200	19,200	0	0
53221 GRADUATION	10,183	7,468	9,175	9,000	0	0
53222 STAFF RECOGNITION	4,200	1,750	4,200	6,500	0	0
53308 ELL SERVICES	0	0	5,000	5,000	0	0
TOTAL CONTRACTUAL SERVICES	4,018,953	4,381,383	4,280,186	4,536,594	0	0



SCHOOL DEPARTMENT	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
54101 DUES AND MEMBERSHIPS	80,712	84,597	82,238	87,370	0	0
TOTAL CHARGES & OBLIGATIONS	80,712	84,597	82,238	87,370	0	0
<b>EXPENSE TOTAL</b>	<b>5,097,757</b>	<b>5,333,015</b>	<b>5,304,726</b>	<b>5,556,249</b>	<b>0</b>	<b>0</b>
55101 FURNITURE & FIXTURES	6,458	11,841	6,532	18,600	0	0
55103 OFFICE EQUIPMENT	0	0	0	0	0	0
55105 CONSTRUCTION	0	0	0	0	0	0
55107 EDUCATIONAL	160,004	209,505	158,582	282,237	0	0
55108 AUDIO VISUAL	14,801	11,212	4,078	2,925	0	0
55109 EMERGING TECHNOLOGY	0	0	0	0	0	0
59760 TRANSFER TO STABLIZATION	35,000	35,000	0	0	0	0
59761 TRANSFERS TO REVOLVING	280,797	293,654	382,371	439,598	0	0
<b>EQUIPMENT TOTAL</b>	<b>497,060</b>	<b>561,212</b>	<b>551,563</b>	<b>743,360</b>	<b>0</b>	<b>0</b>
<b>SCHOOL DEPARTMENT TOTAL</b>	<b>41,141,823</b>	<b>41,138,481</b>	<b>43,205,637</b>	<b>45,330,000</b>	<b>45,330,000</b>	<b>0</b>

## **UNDISTRIBUTED**

Energy

Personnel Benefits

Contributory Retirement

Non-contributory Retirement

Workers' Compensation

Public Safety Medical Coverage

Unemployment Compensation

Health Insurance

F.I.C.A./Medicare Tax & Refunds

Debt & Interest

Long Term Debt – Principal

Long Term Debt – Interest

Bond Anticipation Notes

Miscellaneous Interest Refund & Changes

Miscellaneous

Audit

General Insurance

Reserve Fund

Environmental Remediation Services

Energy Champion Rebate

## ENERGY

The Energy budget is a consolidated account that funds all energy costs for Town and School departments. It includes the cost of heating oil, natural gas, and electricity as well as gasoline and diesel fuel for Town vehicles.

The Energy Management Committee (EMC), formed in 2006, has worked with town boards and departments to implement energy saving measures. EMC initiatives have resulted in \$470,000 in avoided costs in FY15 and \$6.1 million in avoided costs cumulatively since the committee's inception.

Energy usage and expense data is compiled by the DPW. This year we are converting to a partially automated energy data tracking system provided by the state: Mass Energy INsights, or MEIN. This information is used by EMC to drive decision-making. Energy Management Committee established the Building Champions Program, designed to encourage energy conservation across all town buildings. EMC initiated policies include Temperature Set Points (66 in heating season and 76 in cooling season); Air Conditioner Policies; Fuel Efficient Vehicles and Idling policies; Peak Electricity Load Shedding; Life Cycle Costing for new construction projects and more.

An Energy Revolving Fund has been created to fund Energy Conservation Projects along with Utility Incentives and grant funding. Through the Green Communities program and grants, our goal is to save an additional 20% in energy usage over five years. Last year's key energy project was replacing all cobra-head streetlights with LEDs, which is on track to save the Town over \$53,000 annually. In 2015 we have switched the Library and Jenks parking lot lighting to LED as well as upgrading the Energy Management System at the Library, which will increase the comfort in the building as well as saving energy and saving money.

ENERGY PROGRAM	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
Unleaded Gasoline & Diesel	290,629	172,476	177,738	152,738	
Heating Fuel		0	0	0	
Professional Services	50,541	64,185	61,921	61,921	
Light/Power	1,256,056	1,308,101	1,332,150	1,332,150	
Natural Gas	536,825	424,750	498,026	498,026	
<b>ENERGY Detail</b>					
ENERGY DETAIL	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
<b>Unleaded Gasoline &amp; Diesel</b>					
Gasoline - Highway & Street	143,298	84,775	88,254	88,254	
Diesel - DPW	147,332	87,701	89,484	64,484	
<b>Subtotal</b>	290,629	172,476	177,738	152,738	0
<b>#2 Heating Fuel</b>					
Fuel Oil - Westside Station	11,029	5,607	6,306	6,306	
Fuel Oil - AUX	2,098	798	1,201	1,201	
Fuel Oil - McCall School	8,243	0	0	0	
Fuel Oil - Ambrose School	62,986	35,007	40,547	40,547	
Fuel Oil - Lincoln School	73,060	40,247	44,270	44,270	
Fuel Oil - Lynch School	129,294	64,770	77,099	77,099	
Fuel Oil - Cemetery	6,573	2,358	4,498	4,498	
Fuel Oil - Dog Pound	3,383	1,560	1,995	1,995	
Fuel Oil - Waterfield Station	9,556	4,326	5,615	5,615	
Fuel Oil - Wright/Locke Farm	5,788	4,428	3,875	3,875	
<b>Subtotal</b>	312,011	159,101	185,406	185,406	0
<b>Professional Services</b>					
Energy Coordinator, Streetlight	50,541	64,185	61,921	61,921	
Maintenance Contract					
WLF (elec, fuel, alarm)					
<b>Subtotal</b>	50,541	64,185	61,921	61,921	0

<b>ENERGY DETAIL</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
<b>Light/Power</b>					
Light/Power - Wright Locke Farm	3,570	3,660	3,729	3,729	
Light/Power - Town Buildings	30,241	0	0	0	
Light/Power - Library	73,188	73,257	65,465	65,465	
Light/Power - West Side Station	7,626	6,888	7,053	7,053	
Light/Power - Public Safety Building	59,796	60,891	57,212	57,212	
Light/Power - AUX	1,317	808	1,046	1,046	
Light/Power - Transfer Station	24,220	21,749	26,440	26,440	
Light/Power - Grounds	12,764	9,316	11,989	11,989	
Light/Power - DPW Complex	21,495	20,125	25,586	25,586	
Light/Power - Street Lights	42,957	32,290	34,274	34,274	
Light/Power - High School	251,981	337,011	395,000	395,000	
Light/Power - McCall School	216,607	208,053	211,079	211,079	
Light/Power - Ambrose School	86,766	95,323	82,497	82,497	
Light/Power - Lincoln School	107,034	99,660	100,047	100,047	
Light/Power - Lynch School	66,104	64,091	61,833	61,833	
Light/Power - Muraco School	55,183	61,620	53,407	53,407	
Light/Power - Vinson Owen	80,890	98,234	87,744	87,744	
Light/Power - Street Drains	2,686	1,340	2,685	2,685	
Light/Power - Traffic Lights	5,334	7,476	6,345	6,345	
Light/Power - Scale House	1,926	1,670	1,836	1,836	
Light/Power - Cemetery	2,636	2,272	2,474	2,474	
Light/Power - Mystic	11,863	12,156	10,478	10,478	
Light/Power - Sanborn House	676	646	676	676	
Light/Power - Town Hall	57,153	50,826	50,364	50,364	
Light/Power - Waterfield Station	5,754	7,558	6,385	6,385	
Light/Power - Wedgemere Station	6,386	5,851	3,387	3,387	
Light/Power - Park Garage	3,800	3,242	3,794	3,794	
Light/Power - Dog Pound	1,693	1,006	1,517	1,517	
Light/Power - Parkhurst	13,946	20,624	17,336	17,336	
Light/Power - Sussex/Grove	107	108	108	108	
Light/Power - School Athletics	116	124	124	124	
Light/Power - McDonald Field	240	226	240	240	
<b>Subtotal</b>	<b>1,256,056</b>	<b>1,308,101</b>	<b>1,332,150</b>	<b>1,332,150</b>	<b>0</b>
<b>Natural Gas</b>					
Natural Gas - Parkhurst School	34,220	30,835	39,290	39,290	
Natural Gas - DPW Complex	34,514	29,722	26,220	26,220	
Natural Gas - Park Garage	256	260	256	256	
Natural Gas - Mystic	36,345	29,312	38,225	38,225	
Natural Gas - Library Bldg	12,640	11,617	12,010	12,010	
Natural Gas - Town Hall	19,410	14,318	16,236	16,236	
Natural Gas - High School	191,493	157,494	228,000	228,000	
Natural Gas - McCall School	92,793	65,963	44,524	44,524	
Natural Gas - Lynch School	2,725	2,766	2,611	2,611	
Natural Gas - Muraco	54,393	36,322	43,720	43,720	
Natural Gas - Public Safety	29,713	22,905	23,780	23,780	
Natural Gas - Water	163	0	0	0	
Natural Gas - Vinson-Owen	28,159	23,236	23,154	23,154	
<b>Subtotal</b>	<b>536,825</b>	<b>424,750</b>	<b>498,026</b>	<b>498,026</b>	<b>0</b>
<b>EXPENSES TOTAL</b>	<b>2,446,061</b>	<b>2,128,613</b>	<b>2,255,241</b>	<b>2,230,241</b>	<b>0</b>
LEASE PAYMENTS	29,772	40,000	29,772	29,772	
<b>ENERGY TOTAL</b>	<b>2,475,833</b>	<b>2,168,613</b>	<b>2,285,013</b>	<b>2,260,013</b>	<b>0</b>

## **Personnel Benefits**

This budget includes the cost of benefits associated with Town and School employment. As a service organization, these expenses represent a high percentage of the Town's costs. This category includes Pensions (Contributory and Non-Contributory), Workers Compensation, Unemployment Compensation, FICA/Medicare and Health Insurance.

### **Contributory Retirement**

The Board of Retirement is established in accordance with Massachusetts General Law. The Board is made up of the Comptroller, 2 representatives elected by the employees, an appointee of the Selectmen, and an at-large member. The Board administers the statewide retirement program for all Town of Winchester municipal employees and certain education employees. The annual payment into the system is determined by the Commonwealth of Massachusetts based upon an actuarially funded schedule. The normal rate of increase for the Schedule is about 4.5% per year. There are currently 275 retirees.

### **Non-Contributory Retirement**

This account, under jurisdiction of the Board of Retirement, provides funding for the payment of the retirement allowances to former employees or their widows who were hired prior to July 1, 1939, the inception date of the Town's contributory retirement system. There are currently 2 retirees/survivors whose pension are funded from this budget.

### **Worker's Compensation/Police & Fire Injured on Duty (IOD)**

The Town self-insures its Worker's Compensation and Police/Fire IOD liability. The Worker's Compensation/IOD budget supports pay-as-you-go claim payments made in accordance with Massachusetts General Law (MGL) Chapter 152 as well as MGL Chapter 111f (medical costs only) which include the following:

- Administration costs for third party claims administration
- Legal costs associated with claims requiring legal advice and representation
- Salaries for job related time loss (except for Police & Fire whose full salaries are paid out of their respective departmental budget)
- Medical and other costs related injuries sustained on the job

### **Unemployment Compensation**

In 1976, unemployment compensation was extended by the Federal Government to State and local government workers. On January 1, 1978, government units in Massachusetts became liable for the costs of these benefits. Unlike private employers, public employers can choose between two methods of payment (participation) of unemployment compensation costs: either through a "tax" of 1% of gross payroll (which could increase in future years) or reimbursement of actual costs. Winchester has chosen to follow the reimbursement method. Thus, each month, the Town is billed by the Division of Employment Security for any claims attributable to the Town.

### **F.I.C.A. & Medicare Tax**

The Town is required to match the 1.45% Federal Medicare premium paid by Town employees.

## Health Insurance

In an effort to offset the increasing cost of health insurance and in effort to address the un-sustainability to rising costs the Town, on July 1, 2012, changed insurance providers. The Town now offers Harvard Pilgrim Health Care to its employees and retirees. These changes including increasing co-pays for its members' in the areas of office visits, emergency room visits and facility co-pays were added for in-patient hospital admission as well as out-patient surgery. The Health Insurance budget also includes costs associated with the Wellness Program, Retiree Mitigation, Medicare Part-B reimbursement and other health care related costs.

Health Insurance Expenditures				
Year	Budget / Expenditures		\$ Change	% Change
FY2017	\$	9,618,292	\$ 137,036	1.4%
FY2016	\$	9,481,256	\$ 78,650	0.8%
FY2015	\$	9,402,606	\$ (28,889)	-0.3%
FY2014	\$	9,431,495	\$ (551,113)	-5.5%
FY2013	\$	9,982,608	\$ (51,534)	-0.5%
FY2012	\$	10,034,142	\$ 634,768	6.8%
FY2011	\$	9,399,374	\$ 189,330	2.1%
FY2010	\$	9,210,044	\$ 869,015	10.4%

The town's most prominent plan is Harvard Pilgrim Health Care (HPHC) HMO. We currently have 553 employees and 81 retirees participating in the HPHC HMO Plan. Winchester additionally offers retiree only plans including HPHC Medicare Enhanced and Tufts Medicare Preferred.

### Active Employees and Non-Medicare Retirees

Harvard Pilgrim Health Care PPO – 17
Harvard Pilgrim Health Care HMO – 635
Medicare Eligible Retirees (includes spousal plans)
Harvard Pilgrim Health Care Medicare Enhance – 445
Tufts Medicare Preferred – 9
<b>Total Subscribers – 1,105</b>

## DEBT SERVICE

Principal and interest payments for FY2017 will be \$12,103,518. Of this amount, \$6,036,926 represents principal payments and \$6,066,593 represents interest.

Prop 2½ Excluded	Principal	Interest	Total
McCall	942,000.00	140,380.00	1,082,380.00
Lincoln	271,500.00	46,833.72	318,333.72
Building Repairs	12,420.00	1,540.40	13,960.40
Wright Locke Farm	173,721.00	108,314.75	282,035.75
Vinson Owen School	745,500.00	574,140.00	1,319,640.00
High School	704,500.00	3,832,397.50	4,536,897.50
<i>Aberjona River Culvert</i>	<i>375,000.00</i>	<i>298,000.00</i>	<i>673,000.00</i>
<i>Skillings Environmental Remediation</i>	<i>200,000.00</i>	<i>160,000.00</i>	<i>360,000.00</i>
<b>Subtotal Prop 2½ Excluded</b>	<b>3,424,641.00</b>	<b>5,161,606.37</b>	<b>8,586,247.37</b>
<b>Building Stabilization Fund</b>	<b>1,899,750.00</b>	<b>712,196.52</b>	<b>2,611,946.52</b>
<b>Capital Stabilization Fund</b>	<b>385,000.00</b>	<b>159,931.26</b>	<b>544,931.26</b>
<b>General Fund</b>	<b>327,534.67</b>	<b>32,858.54</b>	<b>360,393.21</b>
<b>TOTAL</b>	<b>6,036,925.67</b>	<b>6,066,592.69</b>	<b>12,103,518.36</b>
<i>italic numbers are estimates</i>			

<b>Winchester, Massachusetts</b>	
<b>Fiscal Year 2017 Debt Service</b>	
	<b>Total</b>
August 15 1997 -Land Acq. (I)	-
<b>Override</b>	
July 1 2004 Series B -Lincoln School (EI)	-
July 1 2005 -Adv Ref July 15,1999 School Building Remodeling (EI) \$1,390,000*	13,960.40
July 1 2006 -Lincoln School (EI)	33,668.72
August 15 2009 - Cur Ref July 1 2001 McCall School (IE)	1,082,380.00
April 28 2011 - Vinson-Owen School (OE)	1,144,800.00
May 16 2012 - Adv Ref July 1 2004 Series B Lincoln School (EI)	284,665.00
July 1 2014 - Vinson-Owen School Construction (OE)	144,540.00
July 1 2014 - High School Feasibility Study (OE)	70,422.50
July 1 2015 - High School Feasibility Study (E)	7,875.75
July 1 2015 - High School Construction I (E)	265,256.25
July 1 2015 - High School Construction II (E)	1,679,081.25
July 1 2015 - High School Construction III (E)	2,514,261.75
July 1 2015 - Vinson-Owen School Construction (E)	30,300.00
October 29 2015 - Land Acquisition (IE)	282,035.75
<b>Building Stabilization</b>	
July 1 2005 -School Remodeling (I) Immediate Repairs \$3,143,000 of \$6,246,101	222,406.26
July 1 2005 -Town Building Remodeling (I) \$375,000 Immediate Repairs of \$943,336	26,675.00
July 1 2006 -Ambrose School (I) \$1,660,000	118,086.26
July 1 2006 -Building Remodeling & Plans 1 (I) \$440,000 of \$1,028,336	33,285.00
July 1 2006 -Building Remodeling & Plans 2 (I) \$412,850	20,838.76
July 1 2006 -School Remodeling (I) \$1,162,950	83,355.00
July 1 2008 - School (I) \$2,968,000	245,887.47
July 1 2008 - McCall Middle School Design (I) \$562,000	44,412.50
July 1 2008 - McCall Middle School Addition (I) \$6,188,000	476,512.50
July 1 2008 - School Classrooms (I) \$1,110,000	101,993.76
July 1 2008 - Building Remodeling & Plans (I) \$128,000	10,940.00
July 1 2008 - Public safety Building (I) \$1,556,000	121,805.01
July 1 2008 - Town Hall/Veteran's Memorial (I) \$2,100,000	162,305.00
May 1 2009 - Public Safety Building (I) \$1,644,000	123,337.50
May 1 2009 - DPW Complex (I) \$1,000,000	73,875.00
May 1 2009 - School Fire Alarms/Corridor/ADA (I) \$960,000	72,350.00
April 15 2010 - Muraco School HVAC	110,500.00
April 15 2010 - DPW Facility Repairs	14,505.00
April 28 2011 - Lynch School Roof (I)	76,475.00
April 28 2011 - Muraco HVAC (I)	6,750.00
May 16 2012 - Adv Ref July 1 2004 Series A Ambrose School (I)	465,651.50
<b>Water &amp; Sewer</b>	
September 5 20002 MWRA Water (O)	-
December 15 2002-Adv Ref of July 1, 1994 Water Treatment Facility (O)	-
July 1 2004 Series B -Drainage (I)	-
July 1 2005 -Adv Ref July 15, 1999 Water Mains (O) Water System Imp \$4,600,000	234,478.51
July 1 2005 -Adv Ref July 15, 1999 Water Mains (O) \$850,000	42,171.17
August 25 2005 - MWRA Water (O)	-
July 1 2006 Drainage 2 (I) \$2,149,000	134,188.78
May 1 2009 - Phase III Drainage (I) \$750,000	49,492.63
February 15 2010 - MWRA Sewer	-
April 15 2010 - Drainage	112,856.15
May 16 2012 - Adv Ref July 1 2004 Series B Drainage (I)	169,355.55
May 16 2012 - Sewer Pump Station	15,171.98
June 11 2012 - MWRA Sewer	11,154.64
February 24 2014 - MWRA Sewer	88,314.73
July 1 2014 - Drainage Improvements (I)	20,893.89
July 1 2014 - Dam Improvement Planning (I)	47,374.60
July 1 2014 - Sewer System Repairs (I)	20,748.00
March 2 2015 MWRA Water (O)	43,225.00
March 2 2015 MWRA Sewer (I)	14,501.99
July 1 2015 - South Reservoir Dam Improvements I (O)	130,226.12
July 1 2015 - South Reservoir Dam Improvements II (O)	34,914.99

<b>General Fund</b>	
October 25 2000 MWPAT Title V (EO) **	4,005.67
December 15 2002-Adv Ref of July 1, 1994 Building Remodeling (I)	-
July 1 2004 Series B -Lincoln School (I)	-
July 1 2004 Series B -Capital Improvements (I) \$1,235,000 Immediate Repairs	-
July 1 2004 Series B -Sewer & Dam Improvements (I) \$350,000 Shore Rd	-
July 1 2004 Series B -Departmental Equipment (I) VO Classrooms \$250,000	-
July 1 2004 Series B -Sewer (I) Cross St Culvert 1 \$200,000	-
July 1 2004 Series B -Roads (I) Myopia Drains	-
July 1 2005 -Adv Ref July 15, 1999 School Engineering (I) \$300,000 Lincoln	17,628.40
July 1 2005 -Equipment and Planning (I) \$272,000	5,700.00
August 15 2009 - Cur Ref August 15 1997 Bldg. Remodeling (I) Library	26,390.00
August 15 2009 - Cur Ref August 15 1997 School Project (O)	75,180.00
May 16 2012 - Adv Ref July 1 2004 Series B Lincoln School (I)	12,125.00
May 16 2012 - Adv Ref July 1 2004 Series B Capital Improvements (I)	84,980.00
May 16 2012 - Adv Ref July 1 2004 Series B Sewer & Dam Improvements (I)	6,343.50
May 16 2012 - Adv Ref July 1 2004 Series B Departmental Equipment (I)	15,450.00
May 16 2012 - Adv Ref July 1 2004 Series B Sewer (I)	12,730.00
May 16 2012 - Adv Ref July 1 2004 Series B Roads (I)	25,605.00
October 29 2015 - Land Acquisition (I)	2,076.75
<b>Public Safety Repair authorized Nov 2014 transfer from exempt school project*</b>	<b>68,400.00</b>
<i>BAN - Land Acquisition (I) \$400,000 of \$500,000 due 10/28/2016</i>	<i>3,778.89</i>
<i>BAN (Taxable) - Land Acquisition (I) \$425,000 of \$500,000 due 10/30/2015</i>	<i>-</i>
<b>Capital Stabilization Fund</b>	
July 1 2005 -Drainage - Cross Street (I) \$375,000	26,675.00
July 1 2006 Drainage 1 (I) Cross Street Culvert \$57,000	5,300.00
July 1 2008 - Transfer Station/Landfill Use Restoration (O) \$390,000	30,356.26
May 1 2009 - Manchester Field (I) \$1,350,000	115,200.00
April 15 2010 - Fire Trucks	-
April 28 2011 - Flood Mitigation Aberjona River (I)	309,300.00
May 16 2012 - Flood Control	58,100.00
<b>Total Debt (authorized and issued)</b>	<b>12,239,587.09</b>



## **MISCELLANEOUS**

### **General Insurance**

Appropriations under this budget are for fire and casualty, motor fleet, limited public liability, non-statutory employee bonding, money and securities equipment, surety bonds, and numerous other types of policies. The town contracts with a non-profit pool of municipalities managed by the Massachusetts Interlocal Insurance Association (MIIA).

### **Reserve Fund**

The Reserve Fund is, in effect, a contingency fund under the jurisdiction of the Finance Committee to provide for extraordinary and unforeseen expenses of various Town agencies and departments. Direct expenditures from this Fund are not made; rather, transfers are made to budgetary accounts. State law permits an appropriation of not more than 5% of the tax levy.

### **Environmental Remediation Services**

This account is budgeted for \$122,132, covering the cost of cleaning municipal land, especially Skillings Field, and other environmental testing and mitigation services as may be necessary and as mandated by the Department of Environmental Protection.

## **CAPITAL FUND TRANSFERS**

### **Building and Capital Stabilization Funds**

Pursuant to the Acts of 2002 Chapter 69 the Town established the Building and Capital Stabilization Funds. The Town approved to fund these stabilization funds with a proposition 2 ½ override (referendum vote). The original appropriation to establish the Building Stabilization Fund started at \$1,850,000 and the original appropriation to establish the Capital Stabilization Fund started at \$800,000. Annual appropriations are made to these funds based on the Prop 2.5% growth rate.

### **Retiring Debt**

Each year the Town appropriates funds into the Capital Stabilization Fund for the reduction in General Debt Service in comparison to the base year of Fiscal Year 2008. General Debt Service is debt service that is not funded with stabilization funds, debt exclusions or other dedicated revenue sources including but not limited to betterments.

### **Energy Rebate**

The annual costs savings associated with the installation of the new gas burning boiler at the Muraco School was approximately \$44,000 per year (at the time of the installation). Management supports the allocation of \$30,000 per year, to apply to the debt service costs for the FY2014 Muraco School Boiler Project via a transfer out to the Building Stabilization Fund (the fund that pays the debt service annually).

## **SECTION IV**

### **NON-APPROPRIATED EXPENSES**

## NON-APPROPRIATED EXPENSES

This category includes mandated expenditures and assessments that are automatically added to the tax rate with appropriation.

<b>PROGRAM</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Request</b>	<b>FY17 Manager</b>	<b>FY17 FinCom</b>
State Assessments	576,492	524,196	561,060	561,060	
Cherry Sheet Offsets	46,562	32,574	31,197	31,197	
Tax Abatement Overlay	473,322	475,907	400,000	400,000	
<b>Total Non-Appropriated Expenses</b>	<b>1,096,376</b>	<b>1,032,677</b>	<b>992,257</b>	<b>992,257</b>	<b>0</b>

## MBTA

The MBTA provide rapid transit and other mass transit services to 175 cities and towns including Winchester. Prior to the 1999 enactment of the reform package that overhauled the budgeting and assessment procedures for the MBTA (Commonly referred to as “forward-funding”), only 78 communities were assessed, totaling \$145 million and increasing 2½% annually.

For purposes of determining each community’s assessment, the expenses are broken down into two categories: Local and express service. Express service, which basically involves rapid transit service, is assessed 75% by the commuter count (the number of people who live in the town but work elsewhere), and 25% by the number of people boarding in the community. The boarding count is taken for a one-week period each spring. The local service is assessed 50% by the total deficit divided by the route miles in a community.

The MBTA is required by law to notify the State Treasurer of the amount of the Net Assessable Cost of Service to be assessed to the municipalities within the district.

## Registry of Motor Vehicles Non-Renewal Surcharge

If after proper notices, a motorist fails to pay a parking fine, motor vehicle excise tax, or a charge for abandonment of a motor vehicle, the Town notifies the Registrar of Motor Vehicles (RMV) not to renew the license and registration of that motorist. To cover the RMV’s administrative costs of entering the necessary information into its computer system, the RMV assesses the Town a fee of \$20 for each notification it receives. This fee, which comes through as a charge on the Cherry Sheet, is recovered by the Town by adding this amount and other penalties to the original fine print.

## Metropolitan Area Planning Council

The Metropolitan Area Planning Council (MAPC) is a regional planning agency representing 101 cities and towns in the metropolitan Boston area. Created by an act of the Legislature in 1963, it serves as an independent public body of the Commonwealth with which state and local officials can address issues of regional importance.

### **Air Pollution Control District**

General Laws Chapter 11, Section 142B, requires that communities be assessed for a portion of the costs incurred by the State Department of Environmental Protection (DEP) to monitor air pollution levels and enforce air quality standards at industrial, commercial, and institutional facilities. Expenditures made for such purposes are assessed against the metropolitan communities, one-half in proportion to the equalized valuations and one-half by the population of each community.

### **Cherry Sheet Offsets**

Included in the estimated amount of aid to be received from the State are grant funds for the Schools and Libraries. These funds are reserved for direct expenditure by the departments and cannot as general available revenues. Consequently, as part of the tax rate preparation process, whatever amount is included within the State aid estimates is also included in the non-appropriated expense section as offsetting debits.

The Town receives two such grants annually – one for school lunch and one for public libraries. The school lunch is actually a partial reimbursement for operating a school lunch program.

### **Tax Levy Overlay**

State law requires that the Assessors put aside funds from each tax levy in a reserve that is called Overlay. This account is established in anticipation that a certain percentage of the tax levy may end up being abated. Individual tax abatements are paid out of this fund. The amount of the overlay account, the final value of which is determined by the Assessors, is added to the tax rate without appropriation.

## **SECTION V**

### **ENTERPRISE FUNDS**

## WATER & SEWER & DRAINAGE SYSTEM

PROGRAM COSTS	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
<b>STAFFING</b>					
Managerial	1	1	1	1	
Clerical	2	2	2	2	
Professional/Technical	2	2	2	2	
Public Works	13	13	13	13	
<b>TOTAL</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>0</b>

### Program Description

The Water and Sewer Department operates as a division of Public Works and is funded on a formal enterprise basis effective in FY2003. This division is responsible for maintaining and improving water storage, treatment, and distribution systems as well as eight sewer pumping stations, the sewer collection system and the Town's drainage system.

### FY 2017 Objectives

- Continue with Sewer and Drain Cleaning and Maintenance Program.
- Continue to upgrade the Town's drainage systems to mitigate flooding.
- Continue with lead gooseneck replacement through capital program.
- Cement line approx. 2000 feet of water mains in North Border Road area.
- Continue to replace aging non-draining fire hydrants.

### Prior Year's Accomplishments

- Replaced gate at South Reservoir Dam.
- Completed sewer repair issues at Stowell Road and Marshall Road.
- Cleaned and lined sewers in the Squire Road via MWRA grant program.
- Abandonment of unlined water main on Middlesex Street
- Repaired 8 main leaks
- Cleaned and repaired over 600 feet of drain lines
- Cleaned over 250 catch basins
- Repaired over 40 catch basins and manholes
- Repaired 17 water services
- Replaced 11 lead goosenecks
- Replaced 5 non-draining fire hydrants

### STATISTICS

WATER SUPPLY	2012	2013	2014	2015
Rainfall (inches)	45.13	38.4	48.32	31.24
Town reservoir	411.2 MG	401 MG	416.0 MG	398.0 MG
MWRA Direct	360.48 MG	388	354.0 MG	447.0 MG
<b>TOTAL</b>	<b>771.68 MG</b>	<b>789 MG</b>	<b>770 MG</b>	<b>845 MG</b>

<b>FY17 WATER SEWER ENTERPRISE BUDGET</b>			
Moved that \$8,513,180 be appropriated for the water and sewer enterprise fund of which \$1,201,795 is for personal services and \$7,311,385 is for expenses; that \$1,207,324 be included in appropriations from the general fund for indirect costs and be allocated to the water and sewer enterprise fund, and that \$9,720,504 be raised as follows:			
Department receipts	5,208,730.04		
Retained Earnings	150,880.29		
Chapter 110 Tax Levy	4,360,893.98		
<b>FY17 Enterprise Fund Expenses</b>		<b>Personal Svcs</b>	<b>Expenses</b>
Sewer Operations	1,619,303.00	301,458.00	1,317,845.00
Water Operations	1,849,465.05	900,337.00	949,128.05
Equipment (Capital Outlay)	-		-
Local Funded Debt	1,352,306.22		1,352,306.22
MWRA Debt	3,692,105.55		3,692,105.55
<b>Total Enterprise Fund Expenses</b>	<b>8,513,179.82</b>	1,201,795.00	7,311,384.82
<b>FY17 Indirect Expenses</b>			
Health Insurance	206,810.16		
Pension	109,092.16		
Shared Employees	734,620.27		
General Svcs/Audit/Legal/Energy/Ins	111,820.57		
Workers Comp/Unemployment/FICA	44,981.33		
<b>FY17 Indirect Expenses</b>	<b>1,207,324.48</b>		
<b>Total Expenses</b>	<b>9,720,504.30</b>	1,201,795.00	7,311,384.82
<b>FY17 Revenues</b>			
Service charge	139,000.00	<i>based on FY15 actuals</i>	
Usage charges	4,863,730.04	<i>ESTIMATED BASED ON 4 YR AVERAGE PLUS 4% RATE INCREASE</i>	
Sprinkler fee	13,000.00	<i>based on FY15 actuals</i>	
Interest earned	1,000.00	<i>based on FY15 actuals</i>	
Liens/interest	174,000.00	<i>based on FY15 actuals</i>	
Other	18,000.00	<i>based on FY15 actuals</i>	
Sub total	<b>\$ 5,208,730.04</b>		
Retained earnings	\$ 150,880.29		<b>Total debt</b>
Chapter 110 Tax Levy	\$ 4,360,893.98	86.45%	\$ 5,044,412
<b>Total FY17 Estimated</b>	<b>\$ 9,720,504.31</b>		
Certified Retained Earnings - 10/1/15	\$ 592,730.00		
Additional Approp since STM 2015	\$ (5,559.00)		
Potential STM 4/2016	\$ (150,880.29)		
Balance	<u>\$ 436,290.71</u>		
	4.49%	<i>R/E as a percentage of the total budget</i>	

Department	FY17		Water and Sewer Allocation Methodology	Amount
	Approved	Percent of		
	Orig Budget	Budget		
Town Manager*	\$ 624,070	0.6%	See Town Manager Tab	\$ 62,081
Human Resources*	\$ 92,074	0.1%	See Human Resources Tab	\$ 9,109
Finance Committee	\$ 6,000	0.0%		
Comptroller*	\$ 353,276	0.3%	See Comptroller Tab	\$ 35,897
Assessors	\$ 265,633	0.3%		
Audit*	\$ 76,000	0.1%	7.8% of the Audit Budget	\$ 5,951
Data Processing*	\$ 519,297	0.5%	See Data Processing Tab	\$ 42,862
Collector/Treasurer*	\$ 410,321	0.4%	See Collector/Treasurer Tab	\$ 140,842
Planning & Comm Dev	\$ 836,846	0.8%	See Engineering Tab	\$ 146,819
Planning Board	\$ 118,983	0.1%		
Legal*	\$ 345,000	0.3%	See Legal Tab	\$ 30,000
General Services*	\$ 130,800	0.1%		
Town Clerk	\$ 362,929	0.3%		
Library	\$ 1,800,690	1.7%		
Archival Center	\$ 11,665	0.0%		
Historical Commission	\$ 6,500	0.0%		
Board of Health	\$ 297,457	0.3%	See Board of Health Tab	\$ 6,769
Council on Aging	\$ 249,620	0.2%		
Verterans' Services	\$ 51,068	0.0%		
Police	\$ 4,380,590	4.2%	See Police Tab	\$ 27,627
Fire	\$ 4,533,438	4.3%	See Fire Tab	\$ 36,500
Sealer of Weights	\$ 9,424	0.0%		
DPW*	\$ 5,802,012	5.6%	See DPW Tab	\$ 226,116
Snow & Ice	\$ 400,000	0.4%		
Education	\$ 43,205,637	41.3%		
Vocational Education	\$ 133,105	0.1%		
Energy	\$ 2,158,613	2.1%	See Energy Tab	\$ 37,209
Contributory Retirement*	\$ 4,019,991	3.8%	See Contributory Retire Tab	\$ 109,092
Workers' Compensation*	\$ 400,000	0.4%	See Workers' Comp Tab	\$ 30,000
Unemployment Compensation	\$ 75,000	0.1%	See Unemployment Tab	\$ -
Health Insurance*	\$ 9,481,260	9.1%	See Health Ins Tab	\$ 206,810
FICA/Medicare	\$ 820,000	0.8%	See FICA Tab	\$ 14,981
Non-Contributory Retirement	\$ 36,000	0.0%		
Reserve Fund	\$ 400,000	0.4%		
General Insurance*	\$ 351,575	0.3%	See Property Insurance Tab	\$ 38,661
Environmental Remediation	\$ 140,000	0.1%		
GASB 45 - opeb	\$ 350,000	0.3%	See GASB 45 Tab	\$ -
7120 Funded Debt Interest	\$ 2,023,187	1.9%		
7110 Funded Debt Principal	\$ 4,678,301	4.5%		
Total Yellow Sheet	\$ 89,956,362	86.1%		
Capital (funded by GF)	\$ 220,000	0.2%		
Bldg & Cap Stabilization Transfers	\$ 3,653,067	3.5%		
<b>Water and Sewer Enterprise</b>	<b>\$ 8,433,129</b>	<b>8.1%</b>		
Recreation Enterprise	\$ 1,516,638	1.5%		
Total Operational/Capital Budgets	\$ 103,779,196	99.28%		
<i>Articles</i>				
Add'l BSF/CSF (STM A.9)	\$ 630,197	0.6%		
COLA Increases - GF (STM A.19)	\$ 135,551	0.1%		
<b>COLA Increases - WS (STM A.19)</b>	<b>\$ 5,767</b>	<b>0.0%</b>		
COLA Increases - Rec (STM A.19)	\$ 26,488	0.0%		
Town Manager - Study (STM A.28)	\$ 20,000	0.0%		
Interest on Debt (FTM A.3)	\$ 90,923	0.1%		
Vocational School (FTM A.4)	\$ 51,000	0.0%		
<b>WS Net Decrease (FTM A.5)</b>	<b>\$ (253,944)</b>	<b>-0.2%</b>		
Master Plan (FTM A.6)	\$ 40,000	0.0%		
Waterfield Lot Dev (FTM A.13)	\$ 10,000	0.0%		
Totals	<b>\$104,535,178</b>	<b>100.0%</b>		<b>\$ 1,207,324</b>
<b>Total Water/Sewer %</b>	<b>\$ 8,184,952</b>	<b>7.8%</b>		



SEWER OPERATIONS		FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request
51101	PERMANENT	255,882	257,702	272,328	268,458
51160	SICK LEAVE BUYBACK - DPW	0	1,500	0	0
	TOTAL PERMANENT	255,882	259,202	272,328	268,458
51359	OVERTIME	32,500	56,831	32,500	32,500
51368	OFF DUTY SEWER	500	0	500	500
	TOTAL OVERTIME	33,000	56,831	33,000	33,000
	<b>PERSONAL SERVICES TOTAL</b>	<b>288,882</b>	<b>316,033</b>	<b>305,328</b>	<b>301,458</b>
52116	ELECTRICAL SUPPLIES	4,000	1,157	4,000	4,000
52123	HARDWARE	500	0	500	500
52125	PAINTING SUPPLIES	200	0	200	200
52127	PLUMBING, HEATING & VENTILAT	200	0	200	200
52128	BITUMINOUS PRODUCTS	1,000	0	1,000	1,000
52129	MASONRY SUPPLIES	500	0	500	500
52130	SAND, GRAVEL & LOAM	500	0	500	500
52137	SUPPLIES, SMALL EQUIPMENT	12,500	4,189	12,500	12,500
52143	SMALL TOOLS & IMPLMT	2,000	163	2,000	2,000
52152	PIPE & FITTINGS	10,000	3,406	10,000	10,000
52153	CHEMICALS	1,000	313	1,000	1,000
52181	PUBLIC SAFETY SUPPLY	1,000	0	1,000	1,000
52184	CLOTHING & UNIFORMS	4,200	4,117	4,200	4,200
52186	SUPPLIES & MATERIALS	12,500	3,876	12,500	12,500
	TOTAL SUPPLIES & MATERIALS	50,100	17,221	50,100	50,100
53110	TELEPHONE TOWN BLDS	1,500	1,181	1,500	1,500
53112	LIGHT/PWR TWN BLDS	20,000	16,452	20,000	20,000
53118	PROF SERVICES	25,000	17,671	25,000	25,000
53128	COM R&M TOOLS & EQUIPMENT	300	0	300	300
53138	R&M BLDG & STRUCT	2,000	0	2,000	2,000
	TOTAL CONTRACTUAL SERVICES	48,800	35,303	48,800	48,800
54101	DUES AND MEMBERSHIPS	500	0	500	500
54104	MWRA ASSESSMENT	1,135,070	1,135,070	1,119,651	1,175,634
54117	PAYMENTS TO MUNICIPALITIES	50,000	61,066	50,000	70,000
	TOTAL CHARGES & OBLIGATIONS	1,185,570	1,196,136	1,170,151	1,246,134
	<b>EXPENSES TOTAL</b>	<b>1,284,470</b>	<b>1,292,992</b>	<b>1,291,138</b>	<b>1,317,845</b>
55112	EQUIPMENT, NOT OTHERWISE CLA				
	<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>SEWER TOTAL</b>	<b>1,573,352</b>	<b>1,609,025</b>	<b>1,596,466</b>	<b>1,619,303</b>

WATER OPERATIONS		FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request
51101	PERMANENT	724,992	649,838	775,320	764,737
51155	SICK LEAVE BUYBACK - NAGE	1,750	2,113	1,750	1,750
51161	SICK LEAVE BUYBACK - NON UNION	1,350	575	1,350	1,350
	TOTAL PERMANENT	728,092	652,527	778,420	767,837
51251	TEMPORARY	15,000	9,730	15,000	15,000
	TOTAL TEMPORARY	15,000	9,730	15,000	15,000
51359	OVERTIME	92,500	98,481	92,500	92,500
51367	OFF DUTY WATER	25,000	13,333	25,000	25,000
	TOTAL OVERTIME	117,500	111,814	117,500	117,500
	<b>PERSONAL SERVICES TOTAL</b>	<b>860,592</b>	<b>774,070</b>	<b>910,920</b>	<b>900,337</b>
52101	OFFICE SUPPLIES	1,500	1,526	1,500	1,500
52113	CLEANING SUPPLIES	400	0	400	400
52116	ELECTRICAL SUPPLIES	1,200	124	1,200	1,200
52123	HARDWARE	1,400	0	1,400	1,400
52125	PAINTING SUPPLIES	700	6	700	700
52128	BITUMINOUS PRODUCTS	6,000	261	6,000	6,000
52130	SAND, GRAVEL & LOAM	3,000	1,739	3,000	3,000
52131	STONE	500	0	500	500
52133	READY MIX CONCRETE	300	0	300	300
52134	LUMBER AND WOOD PRODUCTS	250	0	250	250
52135	IRON CASTINGS	1,000	0	1,000	1,000
52136	AGRICULTURE AND HORTICULTURE	100	0	100	100
52137	SUPPLIES, SMALL EQUIPMENT	7,000	34,163	7,000	7,000
52143	SMALL TOOLS & IMPLMT	3,000	436	3,000	3,000
52153	CHEMICALS	42,000	25,354	42,000	42,000
52154	METERS & PARTS	20,000	21,114	20,000	20,000
52155	PIPE & FITTINGS	30,000	34,049	30,000	30,000
52181	PUBLIC SAFETY SUPPLY	12,000	737	12,000	12,000
52184	CLOTHING & UNIFORMS	3,000	2,836	3,000	3,000
52186	SUPPLIES & MATERIALS	12,000	15,074	12,000	12,000
	TOTAL SUPPLIES & MATERIALS	145,350	137,421	145,350	145,350
53101	PRINTING & STATIONERY	1,000	474	1,000	11,500
53108	POSTAGE	0	0	0	10,500
53110	TELEPHONE TOWN BLDGS	12,000	13,130	12,000	12,000
53112	LIGHT/PWR TWN BLDS	70,000	75,340	70,000	70,000
53115	ADVERTISING	500	15	500	500
53118	PROF SERVICES	78,000	131,492	78,000	78,000
53128	COM R&M TOOLS & EQUIPMENT	500	0	500	500
53138	R&M BLDG & STRUCT	1,000	0	1,000	1,000
53159	R & M WATER	100,000	41,734	100,000	100,000
53166	TUITION	2,000	1,307	2,000	2,000
53223	NATURAL GAS - WATER TREATMEN	14,000	4,958	14,000	14,000
53303	LICENSE REIMBURSEMENT	1,000	539	1,000	1,000
	TOTAL CONTRACTUAL SERVICES	280,000	268,990	280,000	301,000
54101	DUES AND MEMBERSHIPS	500	210	500	500
54102	RENTALS AND STORAGE	2,200	0	2,200	2,200
54104	MWRA ASSESSMENT	522,711	522,711	466,741	490,078
54117	PAYMENTS TO MUNICIPALITIES	10,000	8,816	10,000	10,000
	TOTAL CHARGES & OBLIGATIONS	535,411	531,737	479,441	502,778
	<b>EXPENSES TOTAL</b>	<b>960,761</b>	<b>938,148</b>	<b>904,791</b>	<b>949,128</b>
	<b>WATER TOTAL</b>	<b>1,821,353</b>	<b>1,712,218</b>	<b>1,815,711</b>	<b>1,849,465</b>

## RECREATION DEPARTMENT

PROGRAM COSTS	FY15 Actual	FY16 Budget	FY17 Request	FY17 Manager	FY17 FinCom
<b>STAFFING</b>					
Managerial	1	1	1	1	
Clerical	2	2	2	2	
Professional/Technical	3	3	3	3	
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>0</b>

### Program Description

The Recreation Department provides a broad-based program of leisure and recreational activities that are physical, social, and culture in nature, which cover the various age groups in the community. In producing these programs the department provides assistance to, and works cooperatively with, many groups and organizations within the Town. The Department also runs the community Education program. The Youth Center has a wide variety of activities weekdays after school.

### Mission Statement

To consistently provide quality recreation programs, creative leisure opportunities, and community education services that satisfy present and future needs of the Winchester community.

### Ranking of Services:

1. Provide educational opportunities to preschool age students and provide after-school day care opportunities to youth grades K-8.
2. Provide recreational opportunities to the youth of Winchester.
3. Provide community educational opportunities to adults of Winchester.
4. Provide special events for the entire Winchester community.
5. Schedule and permit Town of Winchester fields and recreational areas and assist in the planning, coordinating, and supervision of capital improvements to these facilities.

### FY2017 Objectives

- Successfully administer the Recreation and Community Education Department as a totally self-sufficient department.
- Continue to improve and maintain our home at the old Mystic School, 263 Main Street by installing an ADA accessible elevator, and an ADA access ramp to the playground, and paving the parking lots and play area at the Mystic. Replace windows.
- Increase security at the Mystic School to match Winchester Public Schools.
- Increase Middle School and High School program opportunities at the Youth Center.
- Work with the School Department to review Connect and Commit and the Youth Center. Fully utilize the Youth Center in the basement.
- Reach out to surrounding communities to offer regional recreation opportunities.
- Create new revenue streams to assist with our scholarship program and Enterprise Fund. Sponsorship on our website, donations and fund raising.
- Review playgrounds and fields and our current home, the Mystic School for ADA accessibility and improve sites to allow for access.
- Continue to improve conditions at the Packer Ellis Tennis Courts and Borggaard Beach. Work with the Winchester Tennis Association to increase enrollment at Tennis Courts and Tennis Tournaments. Increase offering at Beach to encourage memberships.

- Work with the Field Management Committee to create a 5-year field maintenance plan. Looking at Mullen, Leonard, Lynch and Skillings Field. Establish a Community Dog Park in Winchester. Renovate the lights at Lynch to a computerized control switch.
- Encourage partnerships with local businesses to continue the Summer Concert Series.
- Continue to offer more “in house programs” to reduce expenses and maximize revenues.
- Re-evaluate the Recreation Department as an Enterprise Fund.
- Upgrade Department computers to meet the registration opportunities of Departments registration system and offer better customer service.
- Build strong relationships with Schools to offer more after-school opportunities.
- Continue to maintain the field permitting process for the Town.
- Increase professional development for staff.

### **Prior Year’s Accomplishments**

1. Completed our fifth Recreation Budget as an Enterprise Fund with a surplus.
2. Increased the variety of programs offer to the community.
3. Continued to improve the security of the Mystic School with door buzzers and cameras and intercom system.
4. Successfully operated the Borggaard Beach and Splash Park. Increased treatment to Wedge Pond allowed more days open for the public.
5. Continued to offer Community Events, Halloween Window Painting, Halloween Horrible Parade, Breakfast with Santa, Daddy Daughter Dance, New Town Championship Track Meet.
6. Increase communication with residents through social media networks, email blasts, etc.
7. Restored the Packer-Ellis Tennis Courts to a high quality-playing surface.
8. Collaborated with the Field Management Committee in the implementation of Field Permit Policy and Field Fees. Created a new Knowlton Stadium Light Policy for lights at Knowlton Stadium. Handled the collection of all Field Fees (Grass and Turf Field).
9. Created an online Field Schedule Master Schedule to show field availability to all field users. Increased the revenue of turf permitting.
10. Established a new online Registration System that is user friendly and enables better communication with residents by email blasts and text messages.
11. Continued two new fund raisers, Winchester Turkey Bowl and Super Hero Wrestling, with successful results.
12. Continued to offer educational and Recreational Programs at affordable prices for the Community.

### **Recreation Enterprise Fund FY2017 Budget**

#### FY17 BUDGET SUMMARY

REVENUE	\$ 1,675,000.00
EXPENSE	\$ 1,611,885.00
INDIRECTS	\$ 317,150.00
TOTAL	<b>(\$254,035.00)</b>
TOWN ALLOCATION	\$ 175,000.00
NEW TOTAL	<b>(\$79,035.00)</b>
RETAINED EARNINGS	\$79,035.00
TOTAL	\$0.00

	FY13 Actual	FY14 Actual	FY15 Actuals	FY16 Estimate	FY17 Estimates
Youth Programs	\$ 414,257.47	\$ 645,663.03	\$ 587,812.00	\$ 575,000.00	\$ 650,000.00
Adult Programs	\$ 84,713.50	\$ 69,228.54	\$ 128,436.00	\$ 86,000.00	\$ 70,000.00
Year Round Programs	\$ 975,109.01	\$ 904,120.03	\$ 887,396.00	\$ 916,000.00	\$ 925,000.00
Trips and Special Events	\$ 62,130.33	\$ 34,760.73	\$ 27,630.00	\$ 51,000.00	\$30,000.00
Int Earned on Savings	\$ 425.23		\$ 1,431.00		
<b>Total</b>	<b>\$1,536,635.54</b>	<b>\$1,653,772.33</b>	<b>\$1,632,705.00</b>	<b>\$1,628,000.00</b>	<b>\$1,675,000.00</b>

RECREATION		FY15 Budget	FY15 Actual	FY16 Budget	FY17 Request
51101	PERMANENT	370,166	362,005	355,877	411,877
51161	SICK LEAVE BUYBACK - NO	2,000	0	1,000	1,000
	TOTAL PERMANENT	372,166	362,005	356,877	412,877
51251	TEMPORARY	617,250	631,618	620,611	647,408
51359	OVERTIME	7,756	3,546	7,000	7,000
	TOTAL OVERTIME	625,006	635,164	627,611	654,408
	<b>PERSONAL SERVICES TOTAL</b>	<b>997,172</b>	<b>997,169</b>	<b>984,488</b>	<b>1,067,285</b>
52101	OFFICE SUPPLIES	2,000	3,390	2,000	3,000
52105	COMPUTER SUPPLIES	300	372	0	0
52125	PAINTING SUPPLIES	300	232	0	0
52176	RECREATIONAL SUPPLIES	14,500	31,662	14,500	15,000
52180	FOOD & GROCERIES	3,000	1,582	2,500	1,700
52184	CLOTHING & UNIFORMS	2,000	2,406	2,000	2,500
52186	SUPPLIES & MATERIALS	4,000	7,272	4,000	5,000
	TOTAL SUPPLIES & MATERIALS	26,100	46,915	25,000	27,200
53101	PRINTING & STATIONERY	1,000	371	400	400
53107	POSTAGE	6,500	0	6,000	6,000
53110	TELEPHONE TOWN BUILDINGS	4,000	3,350	3,500	4,000
53112	LIGHT/PWR TWN BLDG	2,500	0	1,500	1,500
53115	ADVERTISING	2,500	1,410	1,000	1,500
53118	PROF SERVICES	441,750	394,247	448,738	430,000
53162	TRANSPORTATION	10,000	10,130	10,000	11,000
	TOTAL CONTRACTUAL SERVICES	468,250	409,507	471,138	454,400
54101	DUES AND MEMBERSHIPS	1,000	175	1,000	1,000
54102	RENTALS AND STORAGE	2,500	1,708	1,500	2,000
54129	BANK SERVICE CHARGES	54,000	41,451	60,000	60,000
	TOTAL CHARGES & OBLIGATIONS	57,500	43,334	62,500	63,000
	<b>EXPENSES TOTAL</b>	<b>551,850</b>	<b>499,756</b>	<b>558,638</b>	<b>544,600</b>
59700	TRANSFER OUT	258,144	258,144	286,362	0
	<b>TRANSFER TOTAL</b>	<b>258,144</b>	<b>258,144</b>	<b>286,362</b>	<b>0</b>
	<b>RECREATION TOTAL</b>	<b>1,807,166</b>	<b>1,755,070</b>	<b>1,829,488</b>	<b>1,611,885</b>

	<b>FY16</b>		<b>Recreation</b>	
	<b>Approved</b>	<b>Percent of</b>	<b>Allocation</b>	<b>FY17</b>
<b>Department</b>	<b>Budget</b>	<b>Budget</b>	<b>Methodology</b>	<b>Indirects</b>
Town Manager*	624,070	0.62%	See Town Manager Tab	11,920
Human Resources*	92,074	0.09%	See Human Resources Tab	1,749
Finance Committee	6,000	0.01%		
Comptroller*	353,276	0.35%	See Comptroller Tab	6,892
Assessors	265,633	0.26%		
Audit*	76,000	0.08%	1.50% of \$76,000 budget	1,143
Data Processing*	519,297	0.51%	1.50% of \$519,297 budget	7,807
Collector/Treasurer*	410,321	0.41%	See Collector/Treasurer Tab	6,845
Planning & Comm Dev	836,846	0.83%		
Planning Board	118,983	0.12%		
Legal*	345,000	0.34%	1.52% of \$345,000 budget	5,187
General Services*	130,800	0.13%	1.52% of \$130,800 budget	1,966
Town Clerk	362,929	0.36%		
Library	1,800,690	1.78%		
Archival Center	11,665	0.01%		
Historical Commission	6,500	0.01%		
Board of Health	297,457	0.29%		
Council on Aging	249,620	0.25%		
Verterans' Services	51,068	0.05%		
Police	4,380,590	4.34%		
Fire	4,533,438	4.49%		
Sealer of Weights	9,424	0.01%		
DPW*	5,802,012	5.75%	See DPW Tab	23,118
Snow & Ice	400,000	0.40%		
Education	43,205,637	42.83%		
Vocational Education	133,105	0.13%		
Energy	2,158,613	2.14%	See Energy Tab	32,631
Contributory Retirement*	4,019,991	3.98%	See Contributory Retire Tab	69,242
Workers' Compensation*	400,000	0.40%	<i>n/a - immaterial</i>	-
Unemployment Compensation	75,000	0.07%	See Unemployment Tab	1,654
Health Insurance*	9,481,260	9.40%	See Health Ins Tab	126,674
FICA/Medicare	820,000	0.81%	See Medicare/FICA Tab	15,476
Non-Contributory Retirement	36,000	0.04%		
Reserve Fund	400,000	0.40%		
General Insurance*	351,575	0.35%	See General Prop Insurance Tab	4,846
Environmental Remediation	140,000	0.14%		
Transfer to OPEB	350,000	0.35%	See GASB 45 Tab	-
7120 Interest on Debt	2,023,187	2.01%		
7110 Funded Debt Principal	4,678,301	4.64%		
<b>Total Yellow Sheet</b>	<b>89,956,362</b>	<b>89.17%</b>		
Capital GF only	220,000	0.22%		
Water and Sewer Enterprise	8,433,129	8.36%		
<b>Recreation Enterprise</b>	<b>1,516,638</b>	<b>1.50%</b>		
<b>Total</b>	<b>100,126,129</b>	<b>99.25%</b>		
<b>Articles:</b>				
Add'l BSF/CSF (STM A.9)	\$ 630,197	0.62%		
COLA Increases - GF (STM A.19)	\$ 135,551	0.13%		
COLA Increases - WS (STM A.19)	\$ 5,767	0.01%		
COLA Increases - Rec (STM A.19)	\$ 26,488	0.03%		
Town Manager - Study (STM A.28)	\$ 20,000	0.02%		
Interest on Debt (FTM A.3)	\$ 90,923	0.09%		
Vocational School (FTM A.4)	\$ 51,000	0.05%		
WS Net Decrease (FTM A.5)	\$ (253,944)	-0.25%		
Master Plan (FTM A.6)	\$ 40,000	0.04%		
Waterfield Lot Dev (FTM A.13)	\$ 10,000	0.01%		
<b>Totals</b>	<b>100,882,111</b>	<b>100%</b>		<b>317,150</b>

## **SECTION VI**

### **CAPITAL IMPROVEMENT PROGRAM**



# Town of Winchester

Helen S. Philliou, Chairman, Capital Planning Committee

71 Mt. Vernon Street  
Winchester, MA 01890  
Phone: 781-721-7133  
Fax: 781-756-0505

October 8, 2015

To: Town Meeting Members

cc: Board of Selectmen  
Richard C. Howard, Town Manager  
Peter Haley, Town Moderator  
Finance Committee

We are pleased to submit our annual FY17 report of the Capital Planning Committee (CPC). The CPC has completed its evaluation of all capital project requests for the next five fiscal years.

Funding for the Towns Capital program essentially comes from three major funding sources; excluding Water & Sewer Enterprise Fund and Cemetery Permanent Care Fund. The Building Stabilization Fund, the Capital Stabilization Fund (both of these funds created under a special Act in 2002) and the General Fund. The CPC historically has been informed by the Town Manager the amount that is available for capital expenditures from the General Fund. In FY17 the General Fund allocation is expected to be \$220,000 plus the amount for retiring debt.\* The Building Stabilization Fund is essentially fully committed to pay for debt service for current bonds through FY19 with only about \$450,000 available each year. Funding from the Capital Stabilization Fund is limited to approximately \$1,300,000 for the next few years (assuming Town Meeting continues to transfer Retiring Debt of approximately \$600,000 each year to the fund). After FY19 available amounts in both of these stabilization funds increase slowly as past borrowings are fully repaid. The lack of funding in both these stabilization funds makes the general fund allocation to the Capital Plan critical.

Over the past several years the CPC has alerted the Town Manager, Board of Selectmen and Town Meeting regarding the lack of funding for the capital budget. The CPC has had to modify their long-term philosophy to a year to year approach due to a lack of consistent adequate funding.

To date there is no short or long-term plan to provide additional funding for the Capital needs of the Town. Failure to maintain or replace capital items lead to the following:

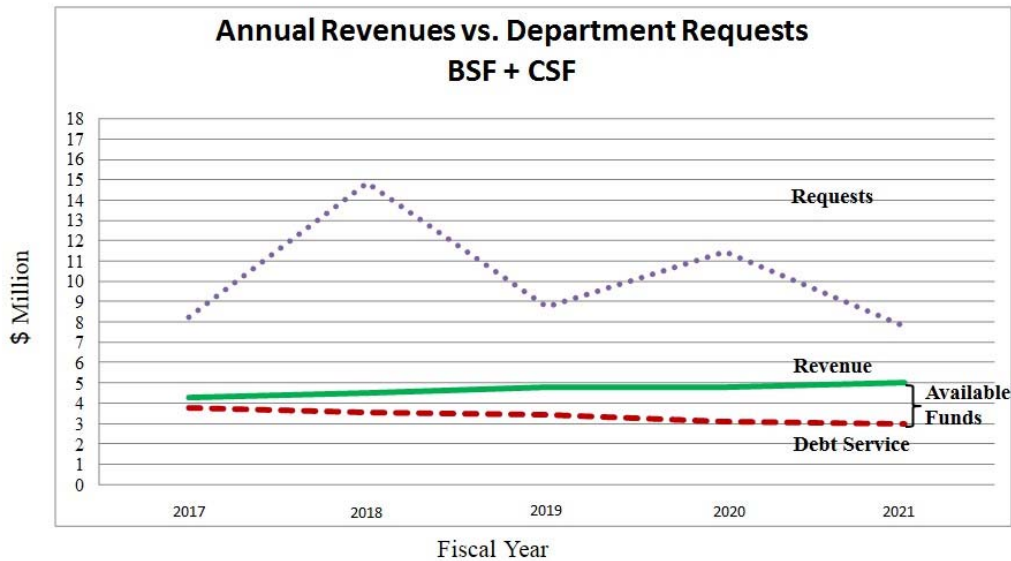
- Increased public health issues and risks
- Potential failure to meet mandates
- Increased cost to the taxpayers

The Committee recommended funding options consisting of the following:

1. General Fund override to supplement Building and Capital Stabilization Funds.
2. Bundle Immediate Repair Projects for Buildings, Flood Mitigation, ADA and Technology for possible override.
3. Increase General Fund Appropriation for Capital.
4. Allocate Free Cash for Capital Projects (non-recurring expense.) This is consistent with the Board of Selectmen's Operating Reserve Policy.

\*Retiring Debt is the difference between the amount of debt service from the General Fund in the base year 2003 (*year Stabilization Funds were created*) and the general fund debt service for the current fiscal year. This practice "holds" the amount allocated from the General Fund for debt service from year to year.





Note: Revenues include "Retiring Debt" and the five-year department capital requests include no contingencies for unanticipated and unexpected needs such as roof leaks, heating system failures, vehicle and equipment breakdowns, bridge failures, etc.

This year the CPC is recommending use of the following funds for the FY17 Capital Projects (excluding Water & Sewer Enterprise and Cemetery Permanent Care):

Capital Stabilization Fund	\$ 1,187,262
Building Stabilization	\$ 415,000
General Fund	\$ 220,000
Closeouts	\$ 40,538
<b>Total</b>	<b>\$1,862,800</b>

The Building Stabilization Fund will not support any new significant projects for the foreseeable future. In order to support requests for FY17 we will be utilizing \$220,000 from general revenue that has been identified each year for capital use. However, there remain significant projects in need of funding.

### **Capital Planning Process**

The process for evaluating capital project requests is a long and arduous one. It begins in June of every year and culminates at Fall Town Meeting. Requests for potential capital planning projects for the next five years are distributed to all elected and appointed Boards and Committees and municipal and school departments in order to create a comprehensive five-year needs assessment for the Town. This involves participation of the EFPBC, School Committee, Board of Selectmen, Town Manager, Energy Management Committee, Disabilities Access Committee, Library Trustees and department heads. These requests are prepared by professional staff and submitted to CPC for review and prioritization.

The CPC consists of the following members per the Town's charter. Two members appointed by the Finance Committee, one member appointed by the Planning Board, one member appointed by the School Committee and three members appointed by the Board of Selectmen. The makeup of the CPC was designed to be inclusive of all Town agencies and relies on each member representing an appointed Board or Committee to report back to said Committee and also bring forward concerns and/or issues back to the CPC.

The CPC in evaluating each project relies on each Town entity submitting a proposal to take into consideration their immediate and long term capital needs. A major tool that is used by the Town in developing our long term immediate building repairs is the VFA/Accruent Building Envelope Program. This program helps to develop the expected life cycle and cost estimates for building system maintenance

upgrade and replacement. This program allows for long term capital planning which helps the Town prioritize its five-year plan.

Additionally, the Department of Public Works and the Engineering Department have developed a comprehensive program for sewer, water, drainage, roads, traffic, sidewalks and flood mitigation projects. The Field Management Committee together with the DPW and School Department is developing a five-year field capital improvements plan. All of these tools utilized by the various Town agencies contribute to the development of a comprehensive plan for maintaining and improving the Town infrastructure and assets. It is important to note that per the Town Charter the CPC makes its final recommendation for its annual plan to the Town Manager who then approves the final Capital Plan.

## **Project Evaluation Criteria**

The backbone to the Capital Planning process was the establishment of a ranking process that allows the CPC to evaluate each individual project in a consistent manner. The ranking is based on the following criteria:

- Public Health and Safety
- Mandates by State or Federal Government
- Necessary for Maintenance of Town Assets
- Demonstrated Increased Efficiency and /or Cost Savings

Each project request is required to address the following items when submitting to the CPC.

- 1) Expected lifetime of the item/project.
- 2) Expected operating costs of and manpower available to complete or use the item or project.
- 3) Comparison of purchasing versus leasing or outside contracting of the service and, where relevant, the cost of multi-town sharing of resources or equipment.
- 4) Need for the item/project and its effect on the operating budget-what it might save in maintenance and repair.
- 5) Departmental priorities for the current year's projects/items.
- 6) Estimated cost estimates of the item/project, supported by bids or quotes whenever possible.
- 7) A plan detailing item/projects awarded during the past three (3) years and those to be requested over the next three (3) years.
- 8) A schedule of implementation for approved items and projects, including a time line within the proposed fiscal year.

One of the critical steps in completing the CPC's evaluation of each project is meeting with the individual responsible for requesting the project. At this meeting we discuss with the individual where the request fits into the overall goals for their long range capital plans. During this time we make sure that alternative strategies for meeting their needs have been evaluated. We also require that each party submitting a request has looked at utilizing alternative funding sources as well.

## Long Term Capital Requests

Capital Improvement Requests Summary FY2017 - FY2021							
BUILDING/CAPITAL STABILIZATION FUND							
Departments	Projects	FY 17 Requests	FY 18 Requests	FY 19 Requests	FY 20 Requests	FY 21 Requests	
1	ADA	Improvements	125,000	125,000	125,000	125,000	
2	DPW	Buildings	230,000	1,830,000	500,000	205,000	400,000
3	DPW	Cemetery	0	76,000	70,000	20,000	70,000
4	DPW	Roads/Sidewalks	375,000	350,000	350,000	350,000	350,000
5	DPW	Vehicles	500,000	155,000	180,000	195,000	130,000
6	DPW	Water/Sewer	252,000	1,030,000	725,750	1,300,750	130,000
7	ENERGY	HVAC	50,000	TBD	TBD	TBD	TBD
8	Engineering	Traffic	215,000	450,000	450,000	125,000	450,000
9	Engineering	Flooding	167,800	2,200,000	TBD	TBD	TBD
10	FIRE	Vehicles/Renovation	630,000	2,650,000	33,000	220,000	550,000
11	MIS	Ethernet Cabling	75,000	100,000	100,000	100,000	100,000
12	POLICE	Shooting Range/Dispatch Consoles	420,000	TBD	TBD	TBD	TBD
13	RECREATION	Fields	40,000	Fields Master Plan Being Prepared			
14	SCHOOLS	Buildings	1,413,000	2,309,000	2,798,250	5,765,000	2,530,000
15	Town Manager	VFA/Accruent Building Update	50,000	50,000	0	0	0
<b>TOTALS</b>			<b>4,542,800</b>	<b>11,325,000</b>	<b>5,332,000</b>	<b>8,405,750</b>	<b>4,835,000</b>
<b>5-YEAR TOTAL \$</b>			<b>34,440,550</b>				

This year alone there were in excess of \$4 million in Capital Stabilization Fund, Building Stabilization Fund and Water Sewer requests. The Building Stabilization Fund (BSF) is to be used for building maintenance, repairs and new construction. The Capital Stabilization Fund (CSF) is to be used for fields and playgrounds, roads and sidewalks, equipment, flood mitigation and bridge repair.

The Field Management Committee did not submit a Capital Plan for FY17 because they are continuing to work on a new Master Plan for Fields. With all the activity at Skillings Field and Manchester Field the Field Management Committee believes a new Master Plan is needed. Once the Master Plan is developed a five year request will be submitted.

## **Flood Mitigation Projects**

One of the CPC's top priorities continues to be funding projects that are part of the Board of Selectmen's Flood Mitigation Program. The CPC's evaluation criteria remains; public safety/public health and projects that have a high rate of return (on a cost benefit basis). Since the Town has experienced numerous devastating flood events over the last 2 decades, with financial losses in excess of \$25M, the CPC believes it is imperative to complete the program, as outlined in the MEPA Certificate, as soon as possible.

### **History of the Flood Mitigation Program to Date:**

Low lying areas adjacent to the Aberjona River in Winchester have been subject to flooding throughout history. The flooding has been exacerbated by an increase in storm water flows resulting from development both upstream and within Winchester over the past 40 years. As such the Town undertook a Flood Mitigation Program with the goal of minimizing economic losses from damaging floods by eliminating constrictions and undertaking projects to improve flow and capacity. In 2003 the Town filed an ENF for 17 proposed flood improvement projects. In 2006 the town filed a Draft EIR, in 2007 a Supplemental EIR and in 2010 a Final EIR was submitted and a MEPA Certificate was issued for the remaining six flood mitigation projects:

- Project 2 – Widening of the Aberjona River
- Project 3 – Center Falls Dam
- Project 4 – Mt Vernon Street Bridge Improvements
- Project 6 – Skillings Field Culvert Project
- Project 8 – Swanton Street Bridge Improvements, and;
- Project 10 – Railroad Bridge near Muraco School

The Certificate also approved three mitigation projects that must be completed prior making Projects 4-10 operational. These out of town mitigation projects are:

- Improvements to the Scalley Dam in Woburn
- Mystic Lakes Mid-Lakes Dam Improvements in Medford and;
- Removal of constrictions at the Main Street/Craddock Locks in Medford

The MEPA certificate required that the work be performed in the following sequence:

1. Project 2 – Widening of the Aberjona River
2. Project 3 – Center Falls Dam, Project
3. Mystic Lakes Mid-Lakes Dam Improvements in Medford
4. Removal of constrictions at the Main Street/Craddock Locks in Medford
5. Improvements to the Scalley Dam in Woburn
6. Project 4 – Mt Vernon Street Bridge Improvements
7. Project 6 – Skillings Field Culvert Project
8. Project 8 – Swanton Street Bridge Improvements
9. Project 10 – Railroad Bridge near Muraco School

A lot of progress has happened since 2010. Projects 2 and 3 have been completed by the Town. The Mid-Lakes Dam project is complete and the constriction at the Craddock Locks has been removed. The Town has secured \$2.5 million in funding for The Scalley Dam and the Mt Vernon Street Bridge projects as part of the Environmental Bond Bill (as well as some additional Capital Stabilization Funds) and those two projects are currently scheduled to be constructed in the spring of 2016. In the spring of 2013 Town Meeting appropriated funds for the feasibility study and final design of the Project 6 (Skillings Field Culvert). Last spring the town passed a debt exclusion override for the funding of Project 6 and the associated environmental cleanup. Without this override vote it is highly unlikely that the culvert project would have been funded due to the limited capital funds. By funding this critical project the town is able to coordinate

with the High School Project and save substantial funds. Funding for the preliminary engineering for the final two projects; Swanton Street Bridge and The Railroad Bridge near Muraco School is being requested at fall Town Meeting. Each and every component of the Flood Mitigation Program is critical to the overall Town wide success in reducing flooding.

### **FY 17 CPC Recommended Projects**

#### **Fall Town Meeting Building Stabilization Fund**

Library Chimney Rebuild	\$ 125,000
Muraco-Replace Fire Alarm - Evaluation & Design Recommendations	40,000
Lynch-Domestic Water/Heat Distribution- Evaluation & Design Recommendations	<u>50,000</u>
<b>Total</b>	<b>\$ 215,000</b>

#### **Fall Town Meeting Capital Stabilization Fund**

Muraco-Re-Pave Play Area	\$ 50,000
Bridge Repair over Horn Pond Brook	215,000
Swanton Street Bridge Culvert (Project 8) - 25% Engineering Plans	85,800
Railroad Bridge near Muraco School (Project 10) - 25% Engineering Plans	82,000
Police/Fire/EMS Department Dispatch Consoles	270,000
Borggaard Beach Septic System	25,000
VFA/Accruent Building Update	<u>50,000</u>
<b>Total</b>	<b>\$ 777,800</b>

#### **Spring Town Meeting Building Stabilization Fund**

DPW Parks & Building Roof Engineering	\$ 30,000
DPW Storage Sheds Replacement Engineering	40,000
Library HVAC Engineering	50,000
West Side Fire Station Renovation Study	45,000
Town Hall Generator Engineering	<u>35,000</u>
<b>Total</b>	<b>\$ 200,000</b>

#### **Spring Town Meeting Capital Stabilization Fund/General Fund/Account Closeouts**

ADA Various Schools/Town	\$ 125,000
DPW Roads and Sidewalks	375,000
DPW Maintenance Truck #15 Replacement	65,000
DPW Buildings Van Replacement	40,000
DPW Buildings Utility Truck Replacement	<u>65,000</u>
<b>Total</b>	<b>\$ 670,000</b>

#### **Spring Town Meeting Water & Sewer Enterprise Fund**

DPW Utility Truck #1 Replacement	\$ 56,000
Investigate & Cleaning Meter #1/6/6 Inflow and Infiltration	100,000 (1)
DPW Utility Truck #2 Replacement	56,000
DPW Van Replacement	40,000
West Side Drainage	<u>TBD</u>
<b>Total</b>	<b>\$ 252,000</b>

(1) MWRA Loan/Grant

## **FY 17 Project Descriptions**

### **Fall Town Meeting Building Stabilization Fund**

#### **Library Chimney Rebuild**

Last year Town Meeting appropriated funds to perform minor repairs to the base of the Library Chimney. While performing these repairs it was discovered that a major rebuild of the chimney was necessary to address active leaks. The project will consist of rebuilding the full depth of the masonry wall and will re-establish the masonry barrier wall to control moisture. Full depth sheet metal flashing will be installed above the roof system to direct water to the exterior.

#### **Muraco-Replace Fire Alarm – Evaluation & Design Recommendations**

The Muraco school fire alarm system is original to the 1967 construction. Equipment is aged and deteriorated and is not compliant to modern codes and standards. New system would include a fully addressable system with detailed read out of event, smoke detectors instead of heat detectors, ADA accessible pull stations, horn strobe units for the hearing and sight impaired. The scope of the study will include initial investigation of existing system to determine the exact scope of the repair and or replacement of the fire alarm system along with cost estimates.

#### **Lynch-Domestic Water/Heat Distribution- Evaluation & Design Recommendations**

The majority of the Lynch School piping is original to 1961 construction. Over the past years deterioration of lines has been a constant maintenance issue such as water leaks, sewer line backups, water piping loaded with mineral deposits. The frequent response to individual failures is costly and very disruptive to school operations. The scope of the study will include initial investigation of existing system to determine the exact scope of the repair and or replacement of the water/heat distribution system along with cost estimates.

### **Fall Town Meeting Capital Stabilization Fund**

#### **Muraco-Re-Pave Play Area**

The hard surface play area behind the Muraco School is the primary play space for the school children and during the winter months it is the only outdoor activity area that the students use. The condition of the pavement is at the level of a safety concern. Over the years there has been a significant amount of maintenance and patching but the asphalt is at a point of failure and needs to be removed and replaced with a new subbase system and pavement.

#### **Bridge Repair over Horn Pond Brook**

The existing bridge crossing Horn Pond Brook into the Lynch School from Horn Pond Brook Road is in need of repair. A recent bridge inspection report completed by MassDOT, and followed-up by the Town's consultant Weston & Sampson, identified several deficiencies that need to be corrected. The proposed scope of work includes repairs to the bridge deck, wingwalls, and tie rods. Due to the scope of the repairs, the bridge will need to be closed to vehicular and pedestrian traffic during construction. If funding is approved at the 2015 Fall Town Meeting, work will be completed in summer 2016 while school is out of session. The design has been completed and fully permitted, and the project is ready to be bid pending approval of the construction funding. The bridge was originally constructed in 1960.

#### **Swanton Street Bridge Culvert (Project 8) - 25% Engineering Plans**

Low lying areas adjacent to the Aberjona River in Winchester have been subject to flooding throughout history. As such the Town undertook a Flood Mitigation Program with the goal of minimizing economic losses from damaging floods by eliminating constrictions and undertaking projects to improve flow and capacity. In 2010 a Final EIR was submitted and a MEPA Certificate was issued for six flood mitigation projects and three mitigation projects: Project 2 – Widening of the Aberjona River, Project 3 – Center Falls Dam, Project 4 – Mt Vernon Street Bridge Improvements, Project 6 – Skillings Field Culvert Project,

Project 8 – Swanton Street Bridge Improvements, and Project 10 – Railroad Bridge near Muraco School. These mitigation projects are: Improvements to the Scalley Dam in Woburn, Mystic Lakes Mid-Lakes Dam Improvements in Medford and Removal of constrictions at the Main Street/Craddock Locks in Medford. Swanton Street Bridge Culvert and the Railroad Bridge near Muraco School are the two remaining projects to be completed. Funds are being sought to prepare 25% engineering plans so that budgeting can begin for the eventual construction and other funding sources can be explored.

#### **Railroad Bridge near Muraco School (Project 10) - 25% Engineering Plans**

Low lying areas adjacent to the Aberjona River in Winchester have been subject to flooding throughout history. As such the Town undertook a Flood Mitigation Program with the goal of minimizing economic losses from damaging floods by eliminating constrictions and undertaking projects to improve flow and capacity. In 2010 a Final EIR was submitted and a MEPA Certificate was issued for six flood mitigation projects and three mitigation projects: Project 2 – Widening of the Aberjona River, Project 3 – Center Falls Dam, Project 4 – Mt Vernon Street Bridge Improvements, Project 6 – Skillings Field Culvert Project, Project 8 – Swanton Street Bridge Improvements, and Project 10 – Railroad Bridge near Muraco School. These flood mitigation projects are: Improvements to the Scalley Dam in Woburn, Mystic Lakes Mid-Lakes Dam Improvements in Medford and Removal of constrictions at the Main Street/Craddock Locks in Medford. Swanton Street Bridge Culvert and the Railroad Bridge near Muraco School are the two remaining projects to be completed. Funds are being sought to prepare 25% engineering plans so that budgeting can begin for the eventual construction and other funding sources can be explored.

#### **Police/Fire/EMS Department Dispatch Consoles**

The existing consoles are outdated and the equipment is no longer supported by Motorola, the manufacturer of the equipment. The project consists of dismantling the existing consoles and setting up a temporary dispatch, installation of the new consoles and equipment and then demolition/disposal of the existing consoles.

#### **Borggaard Beach Septic System**

The existing Tight Tank located at Borggaard Beach has been requiring more frequent servicing. The tank is currently being monitored to determine the best course of action. If it is determined that we can replace the tank in kind the appropriation will be used for design, permitting and installation of a new tank.

#### **VFA/Accruent Building Update**

The Town utilizes the VFA/Accruent Program as a major tool in our Buildings Capital Planning and Asset Management process. We last updated our inventory on 2007. This year funds are requested to update approximately half of our inventory through a facility condition assessment. Funds will be sought next year to complete the remaining inventory.

#### **Spring Town Meeting Building Stabilization Fund**

##### **DPW Parks & Building Maintenance Building Roof Engineering**

These two buildings are vital to DPW daily operations and life extension/protection of the Town's major equipment. The roofs on both buildings are well beyond standard life expectancies and roof leaks are constantly repaired. The large overhead doors are constant repair items due to the continual leaking and are creating a safety and security concern. The scope of the engineering work would be to prepare plans and specifications and cost estimates for replacement.

##### **DPW Storage Sheds Replacement Engineering**

The DPW Stables/Shed consist of a series of structures, typically one-story, along the south side of the DPW complex, along Linden Street. The stables are constructed of a solid brick masonry wall, (facing Linden Street), wood posts and beams supporting a mono-slope wood rafter roof. The structural integrity of the roof framing structure and the masonry wall is a safety concern. The condition of this structure has

rendered it unusable by the DPW and a detriment to the operations of serving the public. Historical significance of the structure and the aesthetic relationship to the neighborhood requires a high level of planning for this project.

### **Library HVAC Engineering**

The Library HVAC system has been a difficult system to maintain an even temperature control in the building. The Library energy costs are more than double the costs of other municipal/school buildings of similar size and usage. The scope of this request is to look at age and condition of existing equipment and produce a detailed plan showing options to repair/replace equipment with cost analysis based on life cycle costs and energy efficiency savings. The CPC feels it is important to look at all viable options for replacement including the potential for a geo-thermal system.

### **West Side Fire Station Renovation Study**

The West Side Station was built in 1972 and has seen very little repair and maintenance since. The station is undersized, deteriorating, and presents with a long list of maintenance needs that are unaddressed. The station, including its single restroom, is not ADA compliant. An additional apparatus bay is required to meet the needs and mission of the department. The living quarters are undersized, with too little space for administrative duties or fire and medical training space. The maintenance area is insufficiently sized for its purposes. During rainy periods, water runs through the basement area which is used for physical training and station utilities. The land surrounding the building has settled over 43 years, which has resulted in cracking of concrete surfaces and non-compliant step and door height to enter the building. A study is required to determine the necessary scope, phasing and cost of a renovation project.

### **Town Hall Generator Engineering**

The Town Hall has no emergency power back up during power outages. This hinders the town's ability to operate and communicate town wide during storms creating the possibility of significant risks to the public. The town's internet head end system is located in Town Hall and has a very limited back up power, which means that the internet needs to be shut down in advance of a storm limiting communication. The Health Department stores tens of thousands of dollars' worth of vaccines which are at risk of being ruined should the power go out. The Town is liable for replacing those vaccines if they are destroyed. The engineering study would determine the size and location of the generator and the costs associated with installing one.

## **Spring Town Meeting Capital Stabilization Fund/General Fund/Account Closeouts**

### **ADA Various Schools/Town**

The ADA capital request includes projects taken directly from the Town's ADA Transition Plan which was accepted by the Town in 2011. The current year request is to fund year 6 of a ten-year plan. Projects are prioritized by the Disability Access Commission in conjunction with the School Committee's Subcommittee on the ADA. The FY17 ADA request includes projects at a couple elementary schools and the middle school. These projects, in priority order, include the McCall Exterior Ramp, Restriping/repaving of Lynch Parking Lot and Lynch Playground creating an accessible play surface. Although it is anticipated that the cost of these projects will exceed the \$125,000 annual allocation to ADA project planning, we will continue to work through the projects in order as funding allows.

### **DPW Roads and Sidewalks**

The request is to fund the ongoing roads program for the regular repair of various roads and sidewalks in the Town performed by outside contractors and managed by the Maintenance Supervisor of the DPW. The requested funds are used in conjunction with Chapter 90 Funds from the Commonwealth.

These funds are also used to make sidewalks and curb cuts ADA compliant, assisting with the Town's ongoing ADA compliance funding program.

### **DPW Maintenance Truck #15 Replacement**



Truck #15 will replace a 1995 Ford F350 model with 82,000 miles. This new truck will be used in performing daily operations in the Maintenance Department including recycling pickup, signage repairs and replacement, and snow and ice operations.

#### **DPW Buildings Van Replacement**

This cargo van will replace a 1996 van with 72,000 miles used daily in building operations and maintenance. Specifically the town's plumber requires this vehicle to perform daily tasks/repairs, etc.

#### **DPW Buildings Utility Truck Replacement**

This truck will replace 1995 utility pickup truck with 112,000 miles. This utility truck is used daily in building maintenance and operations. The truck is failing and requires ongoing costly repairs which result in delays and inefficiency within the departmental operations. This truck is also used for snow and ice operations.

### **Spring Town Meeting Water & Sewer Enterprise Fund**

#### **DPW Utility Truck #1 Replacement**

Truck #1 will replace a 2004 Ford F350 pickup truck with 84,000 miles. This truck is used in daily operations by the construction crew of the Water & Sewer Department. Truck #1 is also used for snow and ice operations. Without replacement the DPW will incur costly repairs, delays and inefficiency in daily operations of the department.

#### **Investigate & Cleaning Meter #1/6/6 Inflow and Infiltration**

Last year Town Meeting appropriated funds for the evaluation survey phase of this project. This phase, the Phase II Design Project includes design of sanitary sewer rehabilitations in the Meter #1, 2, & 6 and Lawson Road/Winslow Road areas. The rehabilitations are based on defects identified during the Phase II Sanitary Sewer Evaluation Survey. Weston & Sampson performed 664 sewer manhole inspections and approximately 109,600 lf of flow isolation and television inspection. A review of the investigation data is ongoing. The Design will included both open cut and trenchless rehabilitation methods, including: open cut point repairs; manhole-to-manhole cured-in-place pipe; cured-in-place short liners; cured-in-place lateral liners; clean, inspect, test and seal; replacement of manhole frames and covers; and cementitious lining of manholes. The Phase II Design Project will include final rehabilitation design, preparation of construction plans and specifications, and bid and award services.

#### **DPW Utility Truck #2 Replacement**

Truck #2 will replace a 2001 Ford F350 pickup truck with 88,100 miles. This truck is used by the Water & Sewer Supervisor in daily operations and construction projects. Truck #2 is also used for snow and ice operations.

#### **DPW Van Replacement**

This new van will replace a 2001 Chevrolet van with 143,400 miles. This van is used in daily operations of the Water & Sewer Department, including quarterly water bill readings and water meter repairs. Without replacement the DPW will incur costly repairs, delays and inefficiency in daily operations of the department.

#### **West Side Drainage**

Last year the Town Meeting appropriated \$ 256,658 for the Wildwood Drainage Project. The purpose of the project is to project design drainage system improvements that will reduce the frequency of street flooding on Wildwood Road, New Meadows, Thornton Street and Cambridge Streets. Several design options were reviewed. Additional analysis is being performed to determine the cost/benefit of the preferred option, installing storage to reduce (but not eliminate) flooding.